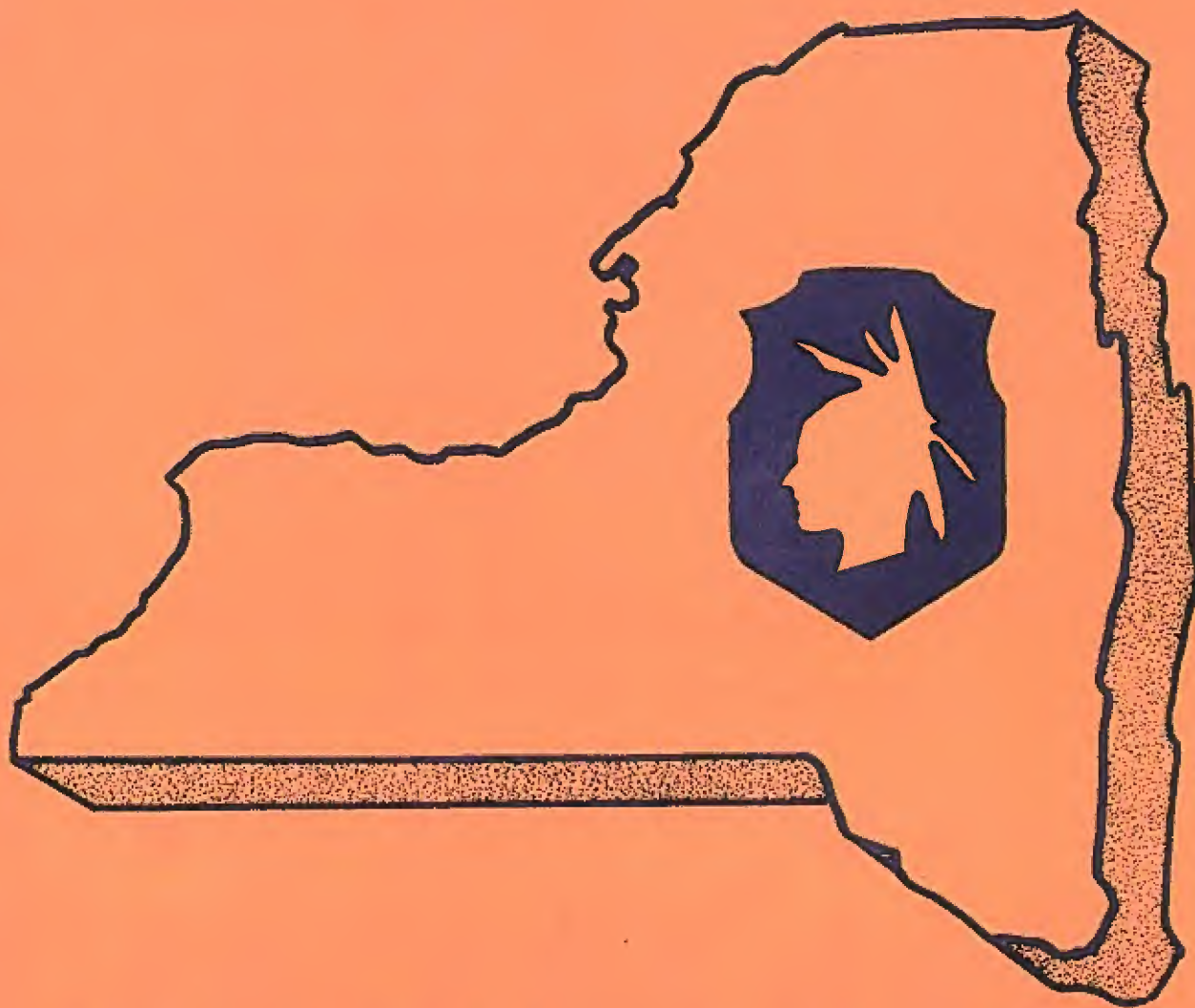


Iroquois Warriors 98th Division (Training)



**Commanders Information Booklets
September 1981**



DEPARTMENT OF THE ARMY
HEADQUARTERS, 98TH DIVISION (TRAINING)
2035 NORTH GOODMAN STREET
ROCHESTER, NEW YORK 14609

AFKA-GCD-CS

21 September 1981

SUBJECT: Commanders Conference 12-13 September 1981

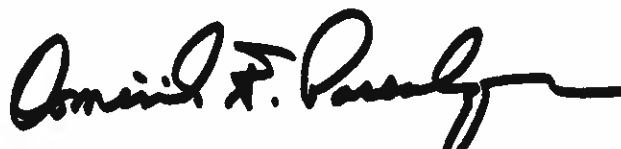
SEE DISTRIBUTION

1. Due to an unexpected reduction in year end funds, the Commanders Conference scheduled for 12-13 September is cancelled. For planning purposes a Commanders Conference is being considered for the February-March 1982 time frame involving 06 Commanders and Command Sergeants Major.
2. Attached are Fact Sheets prepared by my staff that represent the latest and most current information on divisional programs of major importance. These Fact Sheets should be reviewed in conjunction with the Division Commander's goals and used as a basis for future priorities/Command emphasis in your units.
3. Do not hesitate to contact my staff should you need assistance beyond your present resources and/or capabilities.
4. Commanders will insure that this information is disseminated to the lowest user level.

FOR THE COMMANDER:

Incls
as

DISTRIBUTION:
B


DOMINICK F. PASSALACQUA
COL, GS, USAR
Chief of Staff

COMMANDERS INFORMATION BOOKLET

TABLE OF CONTENTS

	PAGE
CHIEF OF STAFF'S LETTER	
G-1 NOTES	A-1 - A-12
G-2 NOTES	B-1 - B-5
G-3 NOTES	C-1 - C-25
G-4 NOTES	D-1 - D-24
AG NOTES	E-1 - E-27
IG NOTES	F-1
OR NOTES	G-1 - G-29
RM NOTES	H-1 - H-6
PAO NOTES	I-1 - I-6



G-1

NOTES

FACT SHEET

AFKA-GCD-GA

Action Officer: MAJ Cox
Telephone: 338-7400, X215
Date: 18 August 1981

SUBJECT: Officer Personnel Management System

PURPOSE: To provide an update of the 98th Division OPMS and goals in the management of Commissioned Officers.

FACTS:

1. The prescribing directive for the US Army Reserve Officers Professional Development & Utilization is DA Pamphlet 140-1, Oct 78. This pamphlet provides guidance to individuals, commanders and personnel managers for the professional development and utilization of all commissioned USAR officers not on extended active duty.
2. Commanders must familiarize themselves with DA Pamphlet 140-1.
3. Current 98th Division OPMS and goals are:
 - a. Currently managing Field Grade Officers at MUSARC level.
 - b. Maintaining OPM Files (DA 2 & 2-1; Bio; Off Record Brief; etc) at MUSARC that provide information needed to develop profile on officers.
 - c. Long range goal to manage Company Grade at MUSARC. (Currently managed at MSC).
 - d. Currently maintaining Officers Roster at MUSARC. Roster is word processing generated and provides: (Roster updated quarterly)
 - (1) Command and staff tenure data.
 - (2) Identify vacancies.
 - (3) Source document for military/civilian education.
 - e. Dual Specialty Tracking. Currently developing dual specialty tracking of officers to:
 - (1) Provide upward mobility.
 - (2) Broaden Reserve Officers experience.
 - (3) Better utilization of officers.

FACT SHEET

FACT SHEET

AFKA-GCD-GA

Action Officer: Mr. Spann
Telephone: 338-7400, X214
Date: 18 August 1981

SUBJECT: Command and Principal Staff Tour Length Policy

PURPOSE: To restate current DA policy concerning tour length of USAR Officers assigned to command and principal staff positions in Troop Program Units

FACTS:

1. Prescribing directive is AR 140-10 with I05.
2. The tour length policy has been firmly established by AR 140-10 and will be uniformly administered throughout the command.
3. Command and principal staff positions tour length is established as three years.
4. Principal staff positions are defined as Chief of Staff, Deputy Commander or Executive Officer, coordinating staff group positions (G-1 through G-5 and Comptrollers; DCSPA, DCSOI, DCSLOG and DCSRM; S-1 through S-5) and equivalent positions in units where coordinating staff positions are not clearly indicated.
5. The Commander, 98th Division (Training) is authorized to grant extensions for up to one year after the initial three year tour. Requests for second "one year" extensions will be forwarded through this headquarters to First US Army for approval.
6. Requests for extensions will be forwarded to the ACoFS, G-1 in accordance with policy established in TAB A.
7. The ACoFS, G-1 will publish and distribute to MSC's a listing of command and staff positions (Tenure Roster) on a quarterly basis. This listing must be validated and returned to the G-1 for tenure management.

TAB A

Ltr, 1A w/1st Ind 98th Div
dtd 11 Aug 81

FACT SHEET



DEPARTMENT OF THE ARMY
HEADQUARTERS, FIRST UNITED STATES ARMY
FORT GEORGE G. MEADE, MARYLAND 20755

27 JUL 1981

AFKA-PA-R

SUBJECT: First US Army Command and Principal Staff Tour Length Policy

Commanders, US Army Readiness and Mobilization Regions
Commanders, Major US Army Reserve Commands

1. Reference Interim Change I05 (para 2-19p) to AR 140-10, 17 October 1980.
2. Reference contains current DA policy concerning tour length of USAR officers assigned to command and principal staff positions in Troop Program Units (TPU). The normal tour length of command and principal staff positions in First US Army is established as three years, including time in an acting status while in the position. This tour length policy will be uniformly administered in each MUSARC throughout the command which should reduce turbulence and promote unit cohesion.
3. MUSARC Commanders or their designated subordinate commanders in the grade of brigadier general are authorized to grant extensions for up to one year after the initial three year tour. Requests for additional second "one year" extensions will be forwarded by MUSARCs through ARMRs to this headquarters, ATTN: AFKA-PA-R, with justification for their recommendations. Prior to submission, MUSARCs will coordinate with the appropriate RCPAC personnel manager to determine the availability of an IRR replacement. Requests will include a statement that such coordination was accomplished and will cite the name of the RCPAC personnel manager concerned.
4. Due to the overall critical shortage of AMEDD officers for command positions, authority to disapprove the extension of AMEDD commanders will remain with this headquarters. Accordingly, where AMEDD commanders are not favorably considered for extension by MUSARC Commanders, their cases will be forwarded through ARMR Commanders with full justification for their recommendations, prior to forwarding to this headquarters for final decision.
5. Principal staff positions are defined as Chief of Staff, Deputy Commander or Executive Officer, coordinating staff group positions (G1 through G5 and Comptroller; DCSPA, DCSOI, DCSLOG and DCSRM; S1 through S5) and equivalent positions in units where coordinating staff positions are not clearly indicated.
6. A listing of all command, principal staff and equivalent positions throughout the command will be published by MUSARCs indicating the established tour length. Copies of such listings or publications will be given wide dissemination and a copy will be furnished this headquarters, ATTN: AFKA-PA-R.

TAB "A"

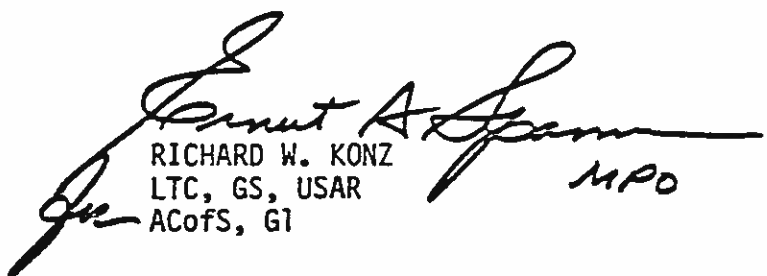
AFKA-GCD-GA (27 Jul 81) 1st Ind
SUBJECT: First US Army Command and Principal Staff Tour Length Policy

DA, HEADQUARTERS, 98TH DIVISION (TRAINING), 2035 North Goodman Street,
Rochester, NY 14609 11 August 1981

SEE DISTRIBUTION

1. Your attention is directed to basic letter.
2. This headquarters will publish and distribute to major subordinate commands, a listing of command and staff as required by paragraph 6 of basic letter. This listing will be published quarterly and will require validation by major subordinate commands.
3. Requests for command/staff tour extensions will be forwarded to this headquarters, ATTN: AFKA-GCD-GA 90 days prior to tour expiration.

FOR THE COMMANDER:


RICHARD W. KONZ
LTC, GS, USAR
ACofS, G1

DISTRIBUTION:

Cdr, HHC, 98th Div (Tng)
Cdr, HQS Command
Cdr, 1st Bde
Cdr, 2nd Bde
Cdr, 3rd Bde
Cdr, 4th Bde
Cdr, 359th Sig Gp
Cdr, 1209th USAG
Cdr, Tng Command
Cmdt, 1151st USAR
Cmdt, 1157th USAR
Cmdt, 1159th USAR

Info cy:
Dep Cdr
ADC
CofS

FACT SHEET

AFKA-GCD-GA

Action Officer: Mr. Spann
Telephone: 336-7400, X214
Date: 18 August 1981

SUBJECT: Assignment Procedures for Officer Vacancies

PURPOSE: To inform commanders of the current policy regarding the assignment of officers to vacancies in Troop Program Units

FACTS:

1. The prescribing directive for assignment of TPU officers in vacancies is AR 140-10. (Change 5, dtd 1 Jul 81).
2. TPU commanders have the following options to fill vacancies. Action must be taken NLT 30 days after the vacancy occurs.
 - a. Fill position with an officer of proper grade from local assets.
 - b. Assign an officer who has been selected for promotion to the grade of the position.
 - c. Request the Commander, RCPAC, ATTN: AGUZ-OEP-C and adjoining MUSARC's to nominate geographically available officers with the appropriate grade and SSI. Request will be prepared IAW Para 2-7.2c, AR 140-10 and forwarded through command channels.
3. Within 30 days of receipt of DA Form 4935-R (Request for Unit Vacancy Fill), RCPAC and interested MUSARC's, will identify to the requesting TPU commander, through the MUSARC, not more than three (3) qualified officers by completing Section II of the form and provide an Officer Record Brief, if available, for each recommendation. Not later than 30 days from receipt of RCPAC and MUSARC's nominees, the requesting TPU commander will notify the MUSARC of the officer selected by completing Section III. The MUSARC will then forward the form to RCPAC and notify the other nominating MUSARC's of the selection.
4. TPU commanders are authorized to fill vacant positions with officers of a lower grade on an "acting basis" when necessary to maintain operational readiness. However, they will be reassigned if an available officer is referred and assigned. If no officers are referred (after all actions required by Para 2-7.2 AR 140-10 have been completed), then, the officer may be assigned to the position on a permanent basis.

FACT SHEET

FACT SHEET

AFKA-GCD-GA

Action Officer: SGM Wallenhorst
Telephone: 338-7400,X215
Date: 18 August 1981

SUBJECT: Officer Selective Retention

PURPOSE: Officers are considered for retention by Retention Boards as follows:

1. Considered on a basis of completion of 20 years of service and qualification to receive retired pay at age 60.

a. Absence of certificate of 20 years of service from 201 file will not prevent board action.

b. All units must initiate action to obtain such certification on officers believed to have 20 years of service. Evidence must be in 201 file that action has been taken to request 20 year certification.

FACTS:

1. A board at HQ, First US Army will consider all Colonels. LTC's assigned to the MUSARC HQ will be considered at FUSA. LTC's in subordinate units of the MUSARC HQS will be considered by the board at Division Headquarters.

2. The Division Board will consider all officers and warrant officers who accrue 20 years of service as of 30 June of the year in which the board convenes, as well as those who were considered 2 years prior.

a. When it can be avoided, an officer previously considered for selective retention will not be considered by a subsequent board that includes a USAR member who was a member of a board that previously considered the officer.

b. At least one Active Army officer will serve on the board conducted by Division Headquarters.

c. Boards will consider the following factors:

(1) Potential for serving as a senior commander or staff officer, or specialist in the case of warrant officers.

(2) Adequacy of civilian and military education for duties associated with higher level command and staff assignments.

(3) Demonstrated performance.

(4) Medical condition and physical fitness to include adherence to height/weight standards contained in AR 600-9, including photograph.

(5) Career management file containing OER's.

3. Officers not selected for retention will be offered option of:

(1) Transfer to Control Group (REINF)

(2) Transferred to Retired Reserve

(3) Discharge

4. No officer will be removed from assignment until he has been issued his notification of eligibility for retired pay at age 60.

FACT SHEET

A-7

FACT SHEET

AFKA-GCD-GA

Action Officer: Mr Spann
Telephone: 338-7400 X-214
Date: 18 Aug 81

SUBJECT: ESMA and Direct Appointment Programs

PURPOSE: To provide status of ESMA and Direct Appointment Programs.

FACTS:

1. There currently exists a shortage of approximately 100 LT's within the 98th Division.
2. Efforts to fill LT vacancies through ESMA and Direct Appointment have failed to meet this shortfall.
3. Request for Unit Vacancy Fill (DA Form 4935-R) by RCPAC have not provided satisfactory results.
4. Commanders at all levels must give additional emphasis to the ESMA and Direct Appointment Programs as the primary source of filling vacant LT positions.
5. Major Subordinate Commanders should familiarize themselves with 98th Division Letter, Subject: ESMA/OCS, NYARNG, Class 1982 (Phase I), dtd 3 Aug 81 (TAB A), which requires the following actions:
 - a. Widest dissemination of the ESMA program.
 - b. Appointment of a Technician ESMA POC at MSC level.
 - c. Appointment of ESMA Project Officer (Recent ESMA graduate) at MSC level.
6. Commanders and key personnel must familiarize themselves with AR 135-100 (Appointment of Commissioned and Warrant Officers of the Army). This regulation provides procedures for direct appointment and is also used in the processing of ESMA/OCS applications. Special attention should be paid to:
 - a. Para 1-4, Eligibility Criteria.
 - b. Para 2-1, Processing.

Tabs:

A (98th Div Ltr ESMA/OCS 3Aug81)

FACT SHEET



DEPARTMENT OF THE ARMY
HEADQUARTERS, 98TH DIVISION (TRAINING)
2035 NORTH GOODMAN STREET
ROCHESTER, NEW YORK 14609

S: 1 September 1981

3 August 1981

AFKA-GCD-GA

SUBJECT: . ESMA/OCS, NYARNG, Class 1982 (PHASE I)

SEE DISTRIBUTION

1. Reference: a. AR 140-50 with Interim Change #102
b. AR 351-5
2. The ESMA/OCS, NYARNG Program is traditionally a primary means for qualified individuals to obtain commissions in the USAR.
3. To insure the widest dissemination of this Program, it is suggested that commanders use opening formation announcements, followed by individual counseling as required, for solicitation of candidates for the 1982 ESMA/OCS (PHASE I) Program. A Letter of Instruction will be released in mid-September, by this headquarters, announcing applications for PHASE I of the ESMA/OCS Program. The estimated cut-off period for applications will be 1 March 1982, giving approximately 5 months time for interested/qualified reservists to prepare their application packets.
4. Commanders will insure interested reservists are provided assistance by military/civilian technicians in completing the administrative requirements. Each application packet will have a Checklist for Officer Candidate School Applicants (previously distributed to major subordinate commands) completed.
5. This headquarters does not expect potential candidates to read AR 140-50 or AR 351-5 or letters of instruction to ascertain qualifying requirements and administrative content of applications. There should be one technically qualified individual appointed at unit level, preferably the civilian/military technician to assist in interpretation of regulations, guidance and procedural information regarding this Program. There should also be a recent ESMA graduate, appointed at each major subordinate command, whose responsibility is to discuss the ESMA Program with prospective candidates in terms of Program content. Many questions surface regarding ESMA training that are unknown to the administrators that can be readily answered by the recent ESMA graduate. This appointed individual should also tour all units within the command's geographical location to encourage participation in the ESMA Program.

TAB "A"

AFKA-GCD-GA

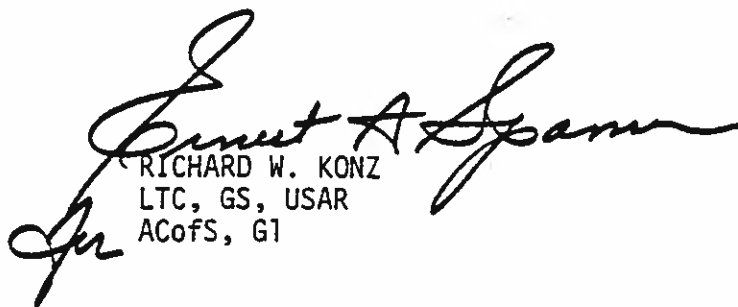
SUBJECT: ESMA/OCS, NYARNG, Class 1982 (PHASE I)

3 August 1981

6. The purpose of establishing a Technician ESMA Point of Contact at major subordinate command level is that it will provide this headquarters and subordinate units, with a single POC in the administration of the ESMA Program. This is expected to reduce the incidence of misinformation provided to prospective candidates, confusion in interpretation of regulations, and a higher quality application packet. The designated major subordinate command Technician POC should be thoroughly familiar with the ESMA Program and understand that the administration of the Program ranks very high on the list of priorities for the Division.

7. Request this headquarters, ATTN: AFKA-GCD-GA be advised of the appointed major subordinate command's ESMA Project Officers, as well as the Military/Civilian Technician POC NLT: 1 September 1981.

FOR THE COMMANDER:


RICHARD W. KONZ
LTC, GS, USAR
ACofS, G1

DISTRIBUTION:
"C"

FACT SHEET

AFKA-GCD-GA

Action Officer: SGM Wallenhorst
Telephone: 338-7400, X216
Date: 18 August 1981

SUBJECT: Enlisted Qualitative Retention

PURPOSE: The program is established by AR 135-205. It provides for a bi-annual review of all enlisted personnel who have twenty (20) qualifying years of service toward retirement. Recommendation for retention is based on re-viewing the whole person, their past performance and future potential worth to the USAR program. The Qualitative Retention Program is intended among other things to provide:

- a. Maximum career progression and incentive.
- b. Recognition for sustained excellent or better performance.
- c. Highly motivated enlisted personnel the opportunity for retention in an active status based on quality performance.
- d. Ensure a ready reserve force of physically and mentally qualified personnel whose contributions and performance have been tested and meet the established standards of excellence.

FACTS:

1. The Division Qualitative Retention Board met in October and November 1980 and considered 103 personnel. The board recommended:
 - a. 89 be retained without qualification.
 - b. 10 be retained with qualification.
 - c. 4 not be recommended for retention
2. The Division Qualitative Retention Board will meet in October, November and December 1981 to consider:
 - a. All individuals NOT boarded in 1980.
 - b. Those individuals boarded in 1980 and retained with qualification or had their appeal approved.
 - c. All individuals E-6 and below.
3. Commanders are responsible to insure the records of all personnel eligible to be boarded are submitted by 22 September 1981.
4. The records must be reviewed by the individual IAW AR 635-205 and contain all necessary documents including a current height/weight statement certified by the individual's commander.

FACT SHEET

FACT SHEET

AFKA-GCD-GA

Action Officer: SGM Wallenhorst
Telephone: 338-7400, X216
Date: 18 August 1981

SUBJECT: Weight Control

PURPOSE: To inform commanders of the status of the Weight Control Program

FACTS:

1. The Weight Control Program was established by AR 600-9. The objectives of the Army Weight Control Program are:

a. Maintain the weight of all personnel at a level which is best suited to permit them to perform their duties in peace time or combat environment.

b. Present a smart, soldierly appearance, especially that of a combat-ready Army.

c. The Weight Control Program in the 98th Division has been ongoing since 1978. Some successes have been attained as well as some failures. Overall the command shows a downward trend in the number of overweight personnel, since a year ago. This is important because accurate and constant information is now being collected; it also shows that the Division is moving in the proper direction.

2. Commanders must continue to monitor all members of their command, both officers and enlisted to insure they maintain the proper body weight.

FACT SHEET

A-12

G-2

FACT SHEET

AFKA-GCD-GB

Action Officer: LTC Stephens
Telephone: (716) 338-7400, Ext. 220
Date: 30 August 1981

SUBJECT: Personnel Security Program

PURPOSE:

This Fact Sheet is prepared for distribution to Commanders at the 98th Division Fall Commanders Conference.

FACTS:

1. First Army Letter dated 13 November 1979, subject as above, directs that security clearances be processed for the following personnel in USAR units:

- a. All officers and warrant officers.
- b. All enlisted personnel in pay grades E-9 and E-8.
- c. All enlisted personnel in pay grade E-7 and below whose current or projected duties require access to classified material.

2. In addition, Commanders are required to maintain a current roster of cleared personnel to include name, grade, DPOB (date and place of birth) and degree of access.

FACT SHEET

FACT SHEET

AFKA-GCD-PM

Action Officer: MAJ Schroder
Telephone: (716) 338-7400, Ext. 221
Date: 11 August 1981

SUBJECT: Major Subordinate Command Physical Security
Responsibilities/Duties

PURPOSE:

To specify significant physical security responsibilities and duties pertinent to Major Subordinate Commands.

FACTS:

1. Major Subordinate Commanders are a key in obtaining a sound and thorough physical security status within the 98th Division (Training).
2. Significant physical security responsibilities and duties are:
 - a. Conduct staff visits to check units' physical security plans and operational procedures.
 - b. Review Physical Security Surveys/Inspections to insure corrective actions are sustained.
 - c. Insure that unit weapons inventories are conducted, documented and retained on file as required, to include quarterly unannounced inventories by next higher headquarters of subordinate unit.
 - d. Insure unit keys and arms room keys are inventoried and accounted for IAW procedures.
 - e. Contact the PMO, 98th Division (Training) for assistance when questions arise.

FACT SHEET

FACT SHEET

AFKA-GCD-GB

Action Officer: LTC Stephens
Telephone: (716) 338-7400, Ext. 220
Date: 30 August 1981

SUBJECT: Operations Security (OPSEC)

PURPOSE:

This Fact Sheet is prepared for distribution to Commanders at the 98th Division Fall Commanders Conference, 12-13 September 1981.

FACTS:

1. AR 530-1(U) dated 1 May 1978 requires that all units down to battalion level appoint an officer in writing with an additional duty as OPSEC Officer, and further stipulates certain responsibilities to be accomplished by this Officer.
2. In the course of G-2/PM inspection visits, it has been noted that the majority of applicable units had an appointed OPSEC Officer, but that few of these individuals were knowledgeable of their responsibilities or had on hand necessary publications such as AR 530-1, 1A Circular 380-1, FORSCOM Supplement 1 to AR 530-1, TC 30-24 and TC 100-1.
3. Increased emphasis must be given to improving OPSEC awareness in all subordinate units.

FACT SHEET

FACT SHEET

AFKA-GCD-GB

Action Officer: LTC Stephens
Telephone: (716) 338-7400, Ext. 220
Date: 11 August 1981

SUBJECT: Acquisition and Storage of Information Concerning
Non-Affiliated Persons and Organizations (AR 380-13)

PURPOSE:

This Fact Sheet is prepared for distribution to Commanders at the 98th Division Fall Commanders Conference, 12-13 September 1981.

FACTS:

1. This Headquarters is required by AR 380-13 to submit an annual report 1 September of each year of compliance by all units with the provisions of the regulation.
2. Annex ES, Section II, 98th Division SOP requires each Major Subordinate Headquarters to appoint an officer with the additional duty to insure compliance with the provisions of AR 380-13. In addition, this officer is required to submit a report to this Headquarters, ATTN: AFKA-GCD-GB, NLT 15 August annually to verify such compliance by all appropriate subordinate units.

FACT SHEET

FACT SHEET

AFKA-GCD-GB

Action Officer: LTC Stephens
Telephone: (716) 338-7400, Ext. 220
Date: 30 August 1981

SUBJECT: Accountability of Classified Material

PURPOSE:

This Fact Sheet is prepared for distribution to Commanders at the 98th Division Fall Commanders Conference, 12-13 September 1981.

FACTS:

1. New AR 380-5 prohibits administrative procedures such as control logs, internal receipts, destruction certificates and periodic inventories of classified material.
2. Security Manager is still required to conduct an annual inventory of all stored documents of a classified nature and to reduce the volume. He is also required to insure appropriate downgrading/declassification actions are taken. A record of this inventory is to be submitted to this Headquarters, ATTN: AFKA-GCD-GB.
3. Unit Status Reports (USRs), when completed, are classified CONFIDENTIAL and are to be stored as such.

FACT SHEET

G-3

FACT SHEET

AFKA-GCD-GC

Action Officer: CPT Wilson
Telephone: Ext 235
Date: 1 September 1981

SUBJECT: AMMO FORECASTS - Third Quarter

	<u>*Allocated</u>	<u>*Requested</u>	<u>Utilized</u>
1st Brigade	32363	17650	55%
2d Brigade	37505	32545	87%
3d Brigade	61029	51091	83%
4th Brigade	44870	11840	26%
359th Signal Group	94879	68240	71%
1209th USAG	235765	209159	89%
**Hqs, 98th Div	157460	43151	27%
	663871	433676	65%

* Units of combined ammunition, i.e.: 1 round = 1 unit

**Includes HHC, Training Command, Headquarters Command, Schools and Marksmanship

NOTE: Still the largest area of concern comes from unit non-compliance with Division SOP regarding turn-in documentation. To date, 54 requests have been processed and only 6 turn-ins have been received. Each unit that has turned in live ammunition and/or did not receive all the ammunition the request asked for, should forward turn-ins in order to receive credit for unused ammo.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ DeMeyer
Telephone: Ext 238
Date: 1 September 1981

SUBJECT: Enlisted MOS Qualification

PURPOSE: Identify percent available MOS trained personnel by unit

FACTS:

1. The Unit Status Report, DA Form 2715, as of July 1981, was the basis for the attached information.
2. It identified total available Q3-5 MOS qualified personnel and total required strength.
3. The percentage of available MOS trained personnel is determined by $\frac{\text{total Q3-5 MOS qualified personnel}}{\text{total required strength}} \times 100$, as reported in the Unit Status Report.
4. To provide a more realistic comparison to the Division Goal, as outlined in Division Circular 350-1, an additional column has been added which compares MOS Qualification against assigned strength.

<u>UNIT</u>	<u>REQUIRED STRENGTH</u>	<u>ASSIGNED STRENGTH (31 AUG)</u>	<u>MOS QUAL Q3/Q5</u>	<u>MOS QUAL % USR RQD VS QUAL</u>	<u>MOS QUAL % DIV GOALS ASGD VS QUAL</u>
Hqs Cmd, 98th Div (Tng)	613	408	300	49	74
Tng Cmd, 98th Div (Tng)	1268	207	127	10	61
HHC, 1st Brigade	91	49	34	37	69
1 Bn, 389 Regt, 1st Bde	119	199	118	99	59
2 Bn, 389 Regt, 1st Bde	119	195	109	92	56
3 Bn, 389 Regt, 1st Bde	266	184	122	46	66
HHC, 2d Brigade	60	84	46	77	55
1 Bn, 390 Regt, 2d Bde	162	148	79	49	53
2 Bn, 390 Regt, 2d Bde	162	117	105	65	90
3 Bn, 390 Regt, 2d Bde	162	140	83	87	59
1 Bn, 391 Regt, 2d Bde	70	99	61	87	62
2 Bn, 391 Regt, 2d Bde	162	136	94	58	69
HHC, 3d Brigade	60	63	52	87	83
1 Bn, 392 Regt, 3d Bde	162	192	160	99	83
2 Bn, 392 Regt, 3d Bde	162	144	141	87	98
3 Bn, 392 Regt, 3d Bde	172	150	130	76	87
3 Bn, 391 Regt, 3d Bde	162	149	100	62	67
HHC, 4th Brigade	725	77	51	7	66
1 Bn, 98 Regt, 4th Bde	158	157	124	79	79
2 Bn, 98 Regt, 4th Bde	259	170	150	58	88
3 Bn, 98 Regt, 4th Bde	188	106	100	53	94
98th DIV (TNG) (Organic) OVERALL	5292	3174	2286	43	72

<u>UNIT</u>	<u>REQUIRED STRENGTH</u>	<u>ASSIGNED STRENGTH (31 AUG)</u>	<u>MOS QUAL Q3/Q5</u>	<u>MOS QUAL % USR RQD VS QUAL</u>	<u>MOS QUAL % DIV GOALS ASGD VS QUAL</u>
1209th USAG	368	332	236	64	71
464th Engr Bn	773	554	363	47	66
479th Engr Bn	773	643	464	60	72
770th Engr Bo	125	107	88	70	82
413th Sup & Svc Bn	87	69	39	45	57
1018th Sup & Svc Co	142	138	80	56	58
1019th Sup & Svc Co	142	113	60	42	53
359th Signal Gp	54	70	48	89	69
425th MID	8	9	9	113	100
454th MID	8	9	10	125	100
401st CA Co	125	91	83	66	91
402d CA Co	125	96	70	56	73
403d CA Co	125	106	86	69	81
414th CA Co	125	109	93	74	85
98th Signal Bn	53	41	27	51	66
692d Signal Co	285	156	94	33	60
969th Maintenance Co	216	145	108	50	74
300th Ordnance Bn	88	84	53	60	63
277th QM Co	86	100	46	53	46
409th Pers Svc Co	219	106	50	23	47
332d Ordnance Bn	88	87	68	77	78
309th Ordnance Co	103	53	40	39	75
962d Ordnance Co	103	92	65	63	71

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ Bills
Telephone: Ext 234
Date: 1 September 1981

SUBJECT: BTMS Sustainment and Reinforcement

PURPOSE: To report the current status of BTMS programs within the command.

FACTS:

1. BTMS sustainment and BTMS implementation are separate subjects, and must be treated as such.

a. BTMS sustainment refers to the training of newly assigned personnel who are not familiar with the program. BTMS sustainment may also refer to the training of those personnel who have been promoted or moved into positions requiring a more thorough knowledge of a higher level workshop.

b. BTMS implementation refers to a unit, any size unit, and its actual fulfillment in the accomplishment of the BTMS principles.

2. The sustainment of BTMS training may be accomplished as follows:

a. RG Seneca has included BTMS in its SAMP program. Units may request a specific workshop and have it presented at their USAR Center during a regularly scheduled drill or any other time.

b. The proper BTMS workshop is included in the POI of each NCOES course presented by the USAR Schools.

c. Officer courses presented by the USAR Schools either now contain BTMS workshops or will contain them in new POI's being developed.

3. The implementation of BTMS can only be accomplished by the individual units and the personnel within those units. One of the main areas affecting the lack of BTMS implementation is the ability of higher headquarters to understand and work with subordinate units on its implementation.

4. To help correct this program and improve higher headquarters' abilities, RG Seneca has developed a program entitled "Training Management for Headquarters Above Battalion". This program has been presented to the Division Command Group, and is to be presented to all Major Subordinate Commands (less USAR Schools) as defined in Letter of Instruction (LOI) - Training Management for Headquarters Above Battalion - TY 82, AFKA-GCD-GC-U, dated 17 August 1981.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ Curran
Telephone: Ext 233
Date: 17 August 1981

SUBJECT: Visits and Inspections by Division Headquarters Personnel

PURPOSE: To advise the O6 Commanders of the status and results of the Command Inspection Program.

FACTS:

1. The following Command Inspections were conducted during TY 80-81, with the following overall evaluations:

<u>UNIT</u>	<u>DATE</u>	<u>OVERALL EVALUATION</u>
359th Signal Group	18 October 1980	Satisfactory
Third Brigade	19 October 1980	"
1157th USAR School	15 November 1980	"
First Brigade	16 November 1980	"
Headquarters Command	18 January 1981	"
Second Brigade	25 January 1981	"
1209th USAG	7 February 1981	"
1159th USAR School	23 February 1981	"
Training Command	8 March 1981	"
1151st USAR School	17 March 1981	"
Fourth Brigade	4 April 1981	"

2. Command Inspections for TY 81-82 will be conducted for all O6 Commands as per 98th Division Reg 350-1, Two-Year Training Calendar:

<u>UNIT</u>	<u>DATE</u>
Third Brigade	October 1981
First Brigade	November 1981
1157th USAR School	November 1981
359th Signal Group	December 1981
Headquarters Command	January 1982
Second Brigade	January 1982
1209th USAG	February 1982
1159th USAR School	February 1982
Training Command	March 1982
1151st USAR School	March 1982
Fourth Brigade	March 1982

AFKA-GCD-GC

17 August 1981

SUBJECT: Visits and Inspections by Division Headquarters Personnel

3. It is highly recommended that all O6 Commands utilize their last Command Inspection Report, current IG Inspection Report, and guidance contained in 98th Division 350-1 and SOP in preparation for their upcoming Command Inspection.

4. For your reference in preparation, Inclosure #1 contains the 10 most recurring deficiencies found during TY 81 Command Inspections.

1 Incl
as

COMMAND INSPECTION PROGRAM - TY 81

10 MOST RECURRING DEFICIENCIES

	<u>HQS</u> <u>CMD</u>	<u>TNG</u> <u>CMD</u>	<u>1st</u> <u>BDE</u>	<u>2d</u> <u>BDE</u>	<u>3d</u> <u>BDE</u>	<u>4th</u> <u>BDE</u>	<u>359</u> <u>SIG GP</u>	<u>1209</u> <u>USAG</u>	<u>1151</u> <u>SCH</u>	<u>1157</u> <u>SCH</u>	<u>1159</u> <u>SCH</u>
DA 143, Col K Tng Programs	U	U	CE	U	S	U	CE	U	S	U	U
Section Work Plans	U	CE	NI	NI	NI	U	NI	CE	NI	NI	CE
Job Book Utilization	CE	U	U	U	CE	CE	U	U	S	CE	CE
MOS Qual Records	U	CE	S	U	S	S	CE	CE	S	CE	S
Learning Centers	NI	U	CE	U	CE	NI	NI	CE	CE	NI	S/C
SQT Status	U	CE	S	NI	NI	S	NI	CE	S	NI	U
NCOPP	S	U	CE	CE	CE	CE	CE	CE	S	NI	CE
ATA Usage	NI	CE	NI	S	NI	CE	CE	CE	NI	NI	NI
Staff Visit Reports	CE	U	S	CE	CE	S	CE	U	S	CE	S
Alert Rosters	U	S	S	NI	NI	S	NI	U	S	S	S

S = Satisfactory
 CE = Command Emphasis
 U = Unsatisfactory
 NI = Not Inspected

FACT SHEET

AFKA-GCD-GC

Action Officer: CPT Broisma
Telephone: Ext 238
Date: 19 August 1981

SUBJECT: Status of Skill Qualification Test (SQT) Program

FACTS:

1. The one-day SQT workshops were completed in May. The SQT branch conducted these workshops for each major subordinate command. The purpose of these workshops was to update each person on the Division program and recent changes to SQT procedures, administration, and testing.
2. The SQT Management Branch is staffed with four enlisted personnel. Each person carries a responsibility for one segment of the administrative operation.
3. The most notable improvement in the administration of SQT has been the completion of the TAK-004 Requisitioning Announcement. Subordinate units are meeting the suspense dates thus allowing this headquarters to submit the Division TAK-004 on time to Fort Eustis.
4. Equipment availability is considered the greatest deterrent to the successful completion of the Hands-On Component. This problem has been recognized by proponents of the test and changes are being incorporated for TY 82 tests. Equipment substitutions, changes and alternative test methods are being developed.
5. A one-time, emergency TAK-004 Requisitioning Announcement was submitted by all units in March 1981. This effort was to insure that each unit had the opportunity to review their TY 82 requirements. The TY 82 materials are now being received, and it is expected that there will be no severe shortages for the upcoming test windows.

FACT SHEET

AFKA-GCD-GC

Action Officer: CPT Broisma
Telephone: Ext 238
Date: 19 August 1981

SUBJECT: Execution of SQT HOC

FACTS:

1. The Quality Test Management Group has completed the 12B HOC testing for 1981 test window. During 1981, as in 1980, the testing was centralized at five locations throughout the Division area. Although attendance at the test sites improved this year, actual participation was 52% of the original unit projections. Units averaged a 50-55% "Go Rate" on the eight-station 12B HOC test.
2. The mission of the Quality Test Management Group will be redefined for TY 82. Support for the 12B HOC will be to the Buffalo, Rochester and Ithaca areas only. The 479th and 464th Combat Engineer Battalions will conduct their own 12B HOC with internal unit assets. It is also expected that the engineer battalions invite area units to participate in their test programs.
3. Plans have been developed to direct selected units to conduct HOC testing of specific MOS for all units within an area. The MOS directed for area testing, in addition to 12B, are 94B, 71L, 55B and the Common Task SQT. Letter of Instruction (LOI) - Conduct of the SQT Hands-On Component of High Density MOS, which outlines the test plan, is being published this week.
4. The Common Task SQT is intended to be given to all soldiers who have a duty MOS not currently tested in the SQT program. Soldiers Manuals for the appropriate grade levels were distributed in June 1981. The CMT HOC test is a part of the command directed testing for TY 82. Specific instructions are outlined in the LOI, reference paragraph 3.
5. Support to test the high density MOS has been extended to the NYARNG, 77th ARCOM and active component units in Upstate New York. It is anticipated that these organizations will reciprocate by providing HOC test support in those MOS conducted by their subordinate units.

FACT SHEET

AFKA-GCD-GC

Action Officer: CPT Norsen
Telephone: Ext 238
Date: 18 August 1981

SUBJECT: Training Division Mobilization TDA/MTOE

PURPOSE: To report the current status of MOB TDA/MTOE development.

FACTS:

1. We are working with Fort Leonard Wood mobilization planners to develop a total requirements MOB TDA which will identify the Division mobilization fill requirements. Projected completion date is 1 October 1981.
2. TRADOC is working on development of a new TOE/MTOE for the Division using input from FLW/98th Division mobilization planners and DA directed actions.
3. The completion and implementation of the MOB TDA, TOE and MTOE changes referenced will increase the readiness of USATCE at Fort Leonard Wood and the 98th Division (Training) to meet its mobilization mission by:
 - a. Establishing the structure required for mobilization.
 - b. Training individuals to perform the actual jobs they will fill upon mobilization.
 - c. Establishing the structure required to complete the mission of the 98th Division upon mobilization, which is to expand the USATCE at Fort Leonard Wood.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ Davis
Telephone: Ext 238
Date: 19 August 1981

SUBJECT: 98th Division MOB Plan

PURPOSE: This fact sheet is to provide information on where the revised 98th Division MOB Plan stands.

FACTS:

1. ARMR I requested the 98th Division (Training) to revise its mobilization plan based upon Change 1, FORSCOM Reserve Component Mobilization Plan, dated 2 September 1980, and First Army Supplement 1 to the FORSCOM RCMP, dated 15 May 1981.
2. This headquarters submitted a draft mobilization plan to ARMR I on 17 July 1981 with significant changes to the basic plan and annexes.
3. To date, ARMR I has not approved or disapproved our document. As soon as approval is received, the Mobilization Plan will be distributed to the units.
4. Commanders are advised that two (2) practice test alerts will be conducted annually in accordance with First Army Supplement 1 to FORSCOM RCMP, Annex T, para 7.a.(1)(2).
5. The Unit Logistics Data File is receiving attention as a key part of the unit's mobilization file, and deserves command emphasis. Refer to Annex D to 98th Division Mobilization Plan, para 5.g.(4)(a-1).
6. A draft of FORSCOM Mobilization and Deployment Planning System (FORMDEPS), Volume 3, Part 3, RC Unit Commanders Handbook, has been distributed to CONUSA and MUSARC for comments to FORSCOM by 30 September 1981. The goal of this guide is to provide a single source for RC unit commanders to meet their mobilization needs. On first review, it appears to be a long needed, useful document.
7. Additional emphasis will be placed on non-organic units' mobilization and assignment to 77th ARCOM.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ Davis
Telephone: Ext 238
Date: 19 August 1981

SUBJECT: 98th MUSARC/77th ARCOM Joint Mobilization Planning

PURPOSE: Status of Coordination with the 77th ARCOM on Post Mobilization Planning.

FACTS:

1. Information packets were sent by this headquarters and received by the 77th ARCOM on 22 June 1981. These packets included:
 - a. Copy of the 98th Division Mobilization Plan.
 - b. Name, address, home and business phones of commanders and ASTs.
 - c. Primary/alternate assembly areas and phone numbers.
 - d. Unit movement plans.
2. Unit information packets forwarded are:
 - a. 425th MI Detachment.
 - b. 454th MI Detachment.
 - c. 1151st USAR School.
 - d. 1157th USAR School.
 - e. 1159th USAR School.
 - f. 359th Signal Group and its subordinates.
 - g. 1209th US Army Garrison and its subordinates.
3. A coordinating meeting of G3 representatives from this headquarters and the 77th ARCOM has been proposed to discuss in detail how the transfer of command of non-divisional units upon mobilization can be done most smoothly and effectively.
4. The most current 77th ARCOM MOB Plan sent to us is dated 1 September 1976.

FACT SHEET

AFKA-GCD-GC

Action Officer: CPT Tsibulsky
Telephone: Ext 238
Date: 24 August 1981

SUBJECT: NBC Defense Training

FACTS:

1. 98% of the Divisional and non-Divisional units have complied with NBC Defense Training letter dated 21 January 1981.
2. Units that have not complied, and the major deficiencies with units who have complied, are listed in Inclosure 1.
3. Letters have been sent to delinquent units.
4. The units who have replied to subject letter have many of the following deficiencies:
 - a. Incorrect listing of control party (no ETS, no school diplomas).
 - b. Control party members not school trained.
 - c. NBC defense teams not assigned to authorized equipment if it is not on hand.
 - d. Correct number of teams not assigned for equipment on hand (not 2-man teams).
 - e. NBC officer not assigned.
 - f. Alternate NCO not assigned.
5. POC this headquarters is Mr. Streb, telephone 716-338-7400, ext 230, for units who have requested slots for NBC Schools.
6. Forward correct information to G3 officer, ATTN: CPT Tsibulsky.

1 Incl

* School trained
 - Not school trained
 + School requested
 Y Yes
 N No
 ? Inadequate information

UNIT	NBC CONTROL PARTY		
	OFFICER	NCO	ALT NCO
Training Command	Y, *	Y, -, +	N
Leadership Academy	Y, *	Y, -, +	N
Headquarters Command	Y, ?	Y, ?	N
HHC, 1st Brigade	Y, ?	Y, ?	Y, ?
1/389	Y, ?	Y, ?	Y, ?
2/389	Y, ?	Y, ?	Y, ?
3/389	Y, ?	Y, ?	N
HHC, 2d Brigade	Y, ?	N	N
1/390	N	Y, -, +	N
2/390	N	Y, -, +	N
3/390	N	Y, -, +	N
1/391	Y, -, +	Y, -, +	N
2/391	N	Y, ?	N
HHC, 3d Brigade	N	N	N
3/391	N	Y, -, +	N
1/392	N	Y, *	N
2/392	Y, *	N	N
3/392	Y, *	N	N
HHC, 4th Brigade	N	Y, ?	N
1/98	N	Y, -, +	N
2/98	Y, ?	Y, -, +	N
3/98	N	Y, ?	N
HQ, 1209th USAG	Y, ?	Y, ?	Y, ?
464th Engr Bn HHC	Y, -	Y, -	N
Co A	Y, *	Y, *	Y, *
Co B	Y, ?	Y, ?	Y, ?
Co C	Y, ?	Y, ?	Y, ?
Co D	Y, -, +	Y, -, +	Y, -, +
770th Engr Co	Y, *	Y, -	Y, *
479th Engr Bn HHC	Y, ?	Y, ?	Y, ?
Co A	Y, ?	Y, ?	Y, ?
Co B	Y, ?	Y, ?	Y, ?
Co C	Y, ?	Y, ?	Y, ?
Co D	Y, ?	Y, ?	Y, ?
413th S&S Bn	Y, ?	Y, ?	Y, ?
1018th S&S Co	Y, *	Y, *	Y, *
1019th S&S Co	Y, ?	Y, ?	Y, ?

Inclosure 1

<u>UNIT</u>	<u>NBC CONTROL PARTY</u>		
	<u>OFFICER</u>	<u>NCO</u>	<u>ALT NCO</u>
359th Sig Gp	Y, *	Y, *	Y, -
402d CA Co	Y, -, +	Y, -, +	Y, -, +
403d CA Co	Y, *	Y, *	Y, -, +
414th CA Co	Y, ?	Y, ?	Y, *
425th MID	N	Y, -, +	N
454th MID	N	Y, *	N
98th Sig Bn HHD	Y, *	Y, *	Y, -, +
692d Sig Co	N	Y, *	Y, *
969th Maint Co	Y, *	Y, *	Y, -
300th Ord Bn HHC	Y, *	Y, *	Y, *
409th Pers Svc	Y, *	Y, -, +	Y, *
277th QM Co	Y, *	Y, *	Y, *
332d Ord Bn	Y, ?	Y, ?	Y, *
309th Ord Co	Y, -, +	Y, *	Y, -, +

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ Bauer
Telephone: Ext 238
Date: 24 August 1981

SUBJECT: Marksmanship

PURPOSE: Recap of 1981 and Outline of 1982 Program

FACTS:

1. The reorganization of the 98th Division Marksmanship Team in FY 81 was extremely successful. The program was designed to raise the proficiency of the USAR members in the use of their individual assigned weapons, instill confidence, develop and identify potential marksmanship instructors, encourage new shooters to become active in the program, and select new rifle and pistol team members to represent the Division in the FORSCOM and the 98th Division Commanders Cup Match.
2. During this program, the primary responsibility of the marksmanship team member was to assist unit commanders in training unit members in the proficient use of their individual assigned weapon (coach). The execution of this responsibility was received extremely well by all commands which were supported. The marksmanship team members identified potential new shooters to the respective unit commanders in preparation for the Fall 1981 Commanders Cup Match.
3. In July 1981, the marksmanship training team was developing the coordination for the first annual Division Commanders Cup Match when FUSA imposed extreme budget constraints on the 98th Division which forced the cancellation of our planned Commanders Cup Match (Fall FY 81).
4. For FY 82, the Marksmanship TT will once again provide assistance when requested, to support unit commanders in execution of their annual weapon proficiency qualification.
5. We will again plan to execute a Fall 82 Commanders Cup Match, however, the conduct of the operation will provide for imminent budget constraints.
 - a. All participation in the match will be on a voluntary basis.
 - b. DD Form 1610 will be utilized by participants.
 - d. Per Diem will be authorized to offset expense.
 - d. Form 1058 for points only can also be used.

AFKA-GCD-GC
SUBJECT: Marksmanship

24 August 1981

6. Individuals who wish to participate in the marksmanship training team during FY 82 are encouraged to submit the request through their respective unit commanders. Submit inquiries to this Headquarters, ATTN: AFKA-GCD-GC (MAJ Bauer), NLT 29 September 1981.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ DeMeyer
Telephone: Ext 238
Date: 19 August 1981

SUBJECT: Non-Commissioned Officer Education System (NCOES)

FACTS:

1. IAW 98th Division Circular 350-1, units are required to insure 25% of their NCOs complete applicable NCOES courses by end of TY 81, and 50% complete NCOES by end of TY 82.
2. Two options are available for compliance with the above requirement: USAR School during IDT, or NCO academies during AT. The options are not to be mixed, i.e., personnel will attend either USAR School courses or NCO academies. The exception is 12B PNCOC which is a combination of IDT and AT/ADT phases.
3. Attendance at NCOES classes has been a problem. Once personnel are enrolled in a class, they may be removed only by concurrence of the Division Command Sergeant Major.
4. Commanders are cautioned that personnel should be enrolled in only one program at a time, i.e., only NCOES, Drill Sergeant School, or MOS training.
5. Commanders are further cautioned that the training schedules published by the USAR School, for NCOES classes, must be followed.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ Malaniak
Telephone: Ext 238
Date: 1 September 1981

SUBJECT: Updated 98th Division PAM No. 350-1

PURPOSE: This Fact Sheet is intended to provide information on the updated 98th Division PAM No. 350-1, Catalog of Instructional Capabilities of the 98th Division

FACTS:

1. 98th Division PAM 350-1 has been approved and submitted to AG for publication.
2. The revised PAM has been changed to reflect the latest instructional capabilities of the Major Subordinate Commands.
3. The revised PAM specifies how a Unit Commander may request instructional support and defines specific geographical areas of instructional responsibility.

FACT SHEET

AFKA-GCD-GC

Action Officer: CPT Tsibulsky
Telephone: Ext 238
Date: 19 August 1981

SUBJECT: WET Sites

FACTS:

1. Two WET Sites (excluding Fort Drum) are currently available for use:
 - a. Skaneateles, NY.
 - b. Floyd, NY.
2. The Floyd site has yet to be used for training. A 5-year permit has been obtained, effective 6 February 1981. Formal transfer of this property should be accomplished within 4-8 months.
3. An additional WET site in the Buffalo/Western New York area is being sought at this time.
4. The following units will utilize the Skaneateles WET site:
 - 464th Engr Bn
 - 770th Engr Co
 - 1019th S&S Co (or Floyd site)
 - Leadership Academy
 - 692d Signal Co
 - 98th Signal Bn
 - 359th Signal Gp
 - 403d CA Co
 - 401st CA Co
 - 3/391st Tng Bn
 - 3/389th Tng Bn (or Floyd site)
 - 2/391st Tng Bn
5. The following units will utilize the Floyd WET site near Utica, NY:
 - 413th S&S Bn
 - 1018th S&S Co
 - 1/389th Engr Tng Bn
 - 2/389th Engr Tng Bn
 - 414th CA Co
 - 3/392d Tng Bn
6. There has been limited use of WET sites to date. Units should make maximum efforts to utilize WET sites for off-station training.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ DeMeyer
Telephone: Ext 238
Date: 18 August 1981

SUBJECT: Unit Learning Centers

FACTS:

1. References which should be reviewed by all Center and Unit Commanders:
 - a. Department of the Army Training Circular 25-5, 16 January 1981, subject: Unit Learning Centers.
 - b. Army Training Support Bulletin 80-1 for April 1980, subject: Training Extension Course.
2. Unit Learning Centers are a valuable source of individual and unit training, and should be properly maintained and made available for use by all personnel.
3. Recently, questions have been raised as to the availability and proper utilization of material in the Learning Centers.
4. Because of the great deal of time and money expended on training materials and literature, and the commitment of all of us to produce a highly proficient soldier, it is imperative that all Learning Centers in the 98th Division (Training) be properly organized, maintained, and available to all personnel at all times.
5. A letter will be sent to all Center Commanders, on or about 1 September 1981, requiring a Learning Center SOP to be published.
6. In addition, Learning Center utilization should be an area for all Command Inspection programs.
7. Points of contact for further information:
 - a. Readiness Group Seneca - MAJ McCarty
Telephone 315-585-4481, ext 313.
 - b. HQ, 98th Division (Tng) - MAJ DeMeyer
Telephone 716-338-7400, ext 238.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ DeMeyer
Telephone: Ext 238
Date: 1 September 1981

SUBJECT: Training Aids

FACTS:

Annex JO to Section III, Division Standing Operating Procedures, Titled: Training Aids Support Center (TASC), Fort Drum, has been published. This Annex clarifies procedures for obtaining training aids through Fort Drum TASC.

FACT SHEET

AFKA-GCD-GC

Action Officer: CPT FitzGerald
Telephone: Ext 236
Date: 18 August 1981

SUBJECT: Unit Status Report

PURPOSE: To provide updated information on the Unit Status Report and recurring administrative errors common to units' submission of the USR.

FACTS:

1. MUSARC has received AR 220-1, dated 1 June 1981, with E Date 16 July 1981.
2. AR 220-1, dated 1 June 1981, has effected changes in DA Forms 2715 and 2715-1. These forms are available to the field through normal distribution. G3 has requested an ample quantity to provide the field copies for the next USR submission.
3. Unit Status Report is due to this Headquarters NLT 6 October 1981. (Report period 16 April - 15 October 1981.)
4. Reporting units will submit reports to the MSC. MSC will review and forward the USR packets to this Headquarters, ATTN: AFKA-GCD-GC.
5. Unit will submit a Letter of Transmittal signed by the Unit Commander with the unit USR packet.
6. Recurring Errors (July 1981 USR):
 - a. Reports are submitted by unit direct to the G3. MSC is not reviewing USR packets prior to transmission to this Headquarters.
 - b. USR packets are sent with incomplete data as requested by this Headquarters, i.e., 1AA Form 143 and DA 2406.
 - c. USR is submitted late.
 - d. DA Forms 2715 and 2715-1 are improperly completed.
7. 98th Division LOI - Quarterly Unit Status Report (6 October 1981) - to be published on or about 25 August 1981.

FACT SHEET

AFKA-GCD-GC

Action Officer: MAJ DeMeyer
Telephone: Ext 238
Date: 19 August 1981

SUBJECT: 1980 Program of Instruction (POI) for Drill Sergeant Course

PURPOSE: To inform the Major Subordinate Commanders of the status of implementation of 1980 Program of Instruction (POI) for Drill Sergeant Course

FACTS:

1. A meeting was held 11 June 1981, with Commander, Executive Officer, and Command Sergeant Major of Training Command; Director, Commandant, and HHC Commander of Leadership Academy; and SSG Schollenberger (98th Division 1981 Drill Sergeant of the Year) to discuss this subject.
2. Initial recommendations, to be finalized after analysis of modules:
 - a. 50% of Basic Rifle Marksmanship (BRM) module be lock-stepped.
 - b. 60-75% of Drill and Ceremonies (DC) module be lock-stepped.
 - c. 60-75% of Physical Readiness Training (PRT) module be lock-stepped.
 - d. Remainder of POI to be self-paced.
3. Leadership Academy has procured a set of modules (minus copyrighted items) from Fort Leonard Wood for perusal.
4. Must get Course Managers (CM) qualified. Approximately twenty (20) CM should be qualified during AT periods at Fort Leonard Wood and Fort Dix. They will act as trainers to qualify remainder of 98th Division CM (to be accomplished by 1 December 1981).
5. Projected start of 1980 POI is March 1982.

G-4

NOTES

FACT SHEET

AFKA-GCD-GD

Action Officer: SFC Stewart
Telephone: 338-7400/240
Date: 24 August 1981

SUBJECT: Property Accountability

PURPOSE:

Provide adjustment document and Property Management Team (PMT) data for FY 79, 80, 81.

FACTS:

1. The initial Property Management Team 100% inventories have been completed. Results are shown at Tab A.
2. Data adjustment document initiated as a result of PMT inventories and by units are shown at Tabs A through E.

Tabs: A-E

REPORTS OF SURVEY FY 79, 80, 81

MAJ SUB CMD	R/S Prior to PMT Inventory		R/S Resulting From PMT Inventory		TOTAL	R/S Since PMT Inventory	
	FY 79	FY 80	FY 79	FY 80		FY 79	FY 80
Div Msc HQ, TNG CMD Schools,USAR Sch	29.4	28.0	0	0	61.6	0	0
1st Bde	6.2	6.0	0	0	12.6	0	.5
2d Bde	4.6	5.8	0	6.4	16.8	0	0
3d Bde	.1	0	0	0	4.7	0	0
4th Bde	0	.1	0	.5	2.2	0	0
1209th USAG	19.5	10.8	121.7	5.7	165.0	.7	5.4
359th Sig Gp	1.2	.2	31.9	0	41.2	.1	3.1
AMSA's	0	0	5.3	0	5.3	0	0
TOTALS	61.0	50.9	158.9	12.6	309.0	.8	9.0
							23.3

NOTE: Dollar Cost is in Thousands \$1,500 = 1.5

REPORTS OF SURVEY

FOR

-OCIE-

BY MAJOR SUBORDINATE COMMAND

	<u>98TH DIV</u>	<u>1ST BDE</u>	<u>2D BDE</u>	<u>3D BDE</u>	<u>4TH BDE</u>	<u>359TH</u>	<u>1209TH</u>
FY 79	2	6	11	1	0	18	37
FY 80	1	4	17	0	1	11	53
FY 81	10	0	3	7	1	12	76

OCIE - Organizational Clothing and Individual Equipment

OCIE
REPORTS OF SURVEY
98TH DIV (TNG)

	FY 79	FY 80	FY 81
# OF SURVEYS	163	110	122
TOTAL \$ VALUE	220.7	73.1	49.5
% HELD LIABLE (OF THOSE COMPLETE)	23%	48%	80.0%
TOTAL \$ VALUE RECOUPED	9.4	6.3	3.5
# OF SURVEYS FOR OCIE	75	87	101
% OF OCIE VS TOTAL	46%	79%	83%
% OF OCIE SURVEYS BEING HELD LIABLE	42%	56%	83%

REPORTS OF SURVEY RECOVERY DATA

	<u>TOTAL COMPLETED R/S</u>	<u>TOTAL HELD LIABLE</u>	<u>% HELD LIABLE</u>	<u>TOTAL SURVEY AMOUNT</u>	<u>TOTAL RECOUPED</u>	<u>% RECOUPED</u>
1979	158	36	23 %	194.4	9.4	4.8%
1980	103	49	48 %	47.8	6.3	13.1%
1981	54	43	80.0%	9.4	3.5	37.0%

(TAB D)

OTHER ADJUST DOCUMENT LOSSESS

	<u>IAR</u>		<u>GPLD</u>	
	#	\$	#	\$
1979	65	6.8	34	17.0
1980	8		73	170.5
1981	1		24	14.9
TOTAL	74	6.8	131	202.4

1. Inventory Adjustment Report, DA Form 444
2. Government Property Lost and Destroyed DA Form

(TAB E)

FACT SHEET

AFKA-GCD-GD

Action Officer: CW2 Sheriff
Telephone: 338-7400/242
Date: 24 August 1981

SUBJECT: Materiel Management

PURPOSE:

Provide asset visibility.

FACTS:

1. Division MTOE equipment status is shown at Tabs A, B and C. Data is provided by budgeted Operation and Maintenance Army Reserve (OMAR) dollars and free issue Procurement Appropriated (PA) dollars.
2. Authorized MTOE equipment density is shown at Tab D.
3. Individual CTA equipment requirements are found at Tab E.

TRAINING DIVISION UNITS

1. OMAR Worth	410,005
Short	110,610
On requisition or unfinanced	7,819
Not on requisition	<u>102,791</u>
2. PA Worth	6,819,778
Short	4,049,260
On requisition or unfinanced	147,521
Not on requisition	<u>3,901,739</u>
3. Total OMAR & PA Worth	7,229,783

359th SIGNAL GROUP COMMAND

1.	OMAR Worth	977,265
	Short	342,058
	On Request or Unfinanced	<u>332,185</u>
	Not on Requisition	9,873
2.	PA Worth	11,328,848
	Short	3,002,165
	On Request or Unfinanced	<u>3,684,179</u>
	Not on Requisition	317,986
3.	OMAR & PA Worth	12,306,113

NOTE: Most of the 9.873 short is due to the new MTOE changes within the last three (3) months.

1209th US ARMY GARRISON

1.	OMAR Worth	\$1,558,642
	Short	600,173
	On Request or Unfinanced	598,767
	Not on Requisition	<u>1,046</u>
2.	PA Worth	\$23,005,532
	Short	6,174,342
	On Request or Unfinanced	5,009,788
	Not on Requisition	<u>1,164,554</u>
3.	PA & OMAR Worth	24,564,174

NOTE: Included is the latest MTOE change to the 1209th USAG.

MTOE EQUIPMENT DENSITY
(Number of Items of Equipment Authorized)

	<u>UNIT</u>	<u>QTY</u>	
TNG DIV	HHC 98th	569	
	HQ CMD	1057	
	TNG CMD	606	
	1st Bde	1355	
	2d Bde	1750	
	3d Bde	1535	
	4th Bde	1340	
			TOTAL 8212
359th	359th	253	
	401 CA	586	
	402 CA	586	
	403 CA	586	
	414 CA	586	
	425th	39	
	454th	39	
	300th	332	
	98 SC	206	
	692	1600	
	969th	1062	
	332D	322	
	409th	770	
	277th	567	
	309th	727	
	962 D	727	
			TOTAL 8988
1209th	1209th	429	
	464	4637	
	479	4637	
	770	521	
	413	293	
	1018	740	
	1019	740	
			TOTAL 11,997
DIV TOTAL	29,197		

PERSONAL CTA EQUIPMENT

<u>CATEGORY</u>	<u>COST PER INDIV</u>	<u>NO.OF PCS PER INDIV</u>
OCIE	226.00	28
CWE	631.00	33
CDE	161.00	16
TOTAL	1,018.00	77

OCIE = Organizational Clothing & Individual Equipment

CWE= Cold Weather Equipment

CDE= Chemical Defensive Equipment

1. Not included in the above is special equipment for cooks, engineers, mechanics, and aviators etc.

2. Also not included are typewriters, tentage etc. authorized by CTA 50-909.

3. To determine authorized quantities: multiply total unit authorized strength by the above with the exception that organic training division units are authorized only 10% of the CWE and CDE for training.

FACT SHEET

AFKA-GCD-GD

Action Officer: CPT Stone
Telephone: 338-7400/240
Date: 24 August 1981

SUBJECT: PLL

PURPOSE:

Provide progress report on establishment of PLL throughout the 98th Division (Tng)

FACTS:

1. The 98th Division PLL program was finalized by publication of 98th Division letter, AFKA-GCD-GD, dated 16 June 1981, Subject: Initiation and Maintenance of PLL for USAR units.

2. To date 12 units have been visited.

- 10 of 12 had initiated a PLL
- 2 of 12 had up to date PLL's
- 9 of 12 had an MTOE PLL position authorized
- 3 of 12 had a trained PLL clerk

3. The 98th Division PLL review board has been established and is in process of reviewing unit PLL's prior to stockage in the first quarter of FY-82.

FACT SHEET

AFKA-GCD-GD

Action Officer: CPT Stone
Telephone: 338-7400/240
Date: 24 August 1981

SUBJECT: POL

PURPOSE:

Provide cumulative POL data by major subordinate command.

FACTS:

1. The 98th Division POL program was finalized by publication of 98th Division Cir 730-1, Mobility Fuel Management Program, dated 1 April 1981.

2. POL Data thru the 3d Qtr, FY 81 is shown at Tab A.

TAB: A

UNIT	MOGAS		DIESEL		AV GAS		JP 4		MOGAS		DIESEL		AV GAS		JP 4	
	GALS	\$	GALS	\$	GALS	\$	GALS	\$	ALLOC	% USED	ALLOC	% USED	ALLOC	% USED	ALLOC	% USED
359th	31,294	44,600	15,198	20,917	2,000	2840	10,000	11,693	30,200	103.6	16,600	91.5	3,000	66.6	10,000	100
1209th	38,639	52,751	29,330	38,268					29,800	129	33,000	88.8				
HQ CMD	3,032	3,900	1,020	1,273					3,600	84.2	2,100	48.5				
TNG CMD	3,698	4,799	538	712					4,100	90.1	3,000	23.7				
1st Bde	2,448	3,302	3,610	3,687					3,600	68	3,500	103				
2d Bde	2,933	3,923	1,312	1,588					2,400	122	2,100	62				
3d Bde	2,650	3,631	800	976					4,300	61	3,900	20.5				
4th Bde	373	510	1,227	1,495					1,600	23	1,200	102				
AMSA	2,587	3,106	898	967	9,944	12,660	40,724	51,203	5,100	51	2,050	44	3,000	331	52,000	78
TOTAL	87,654	120,522	53,933	69,883	11,944	15,500	50,724	62,896	84,700	103.5	67,450	80	16,000	198	62,000	81.8

NOTE: Data includes AT fund transfers

FACT SHEET

AFKA-GCD-GD

Action Officer: CPT Sydor
Telephone: 338-7400/240
Date: 24 August 1981

SUBJECT: FY-81 Proper Count MDS

PURPOSE:

Provide cumulative Proper Count MDS usage data.

FACTS:

	MONTH	MDS	\$	%
	Oct	33	2.3	2.4
	Nov	45	3.7	3.9
1st Qtr	Dec	96	7.5	7.9
	Jan	151	11.3	11.9
	Feb	258	17.6	18.6
2d Qtr	Mar	410	29.6	31.3
	Apr	476	34.2	36.2
	May	605	42.6	45.1
3d Qtr	Jun	849	58.4	61.9
	Jul	1,269	76.0	80.5
	*Aug	1,315	87.7	93.9
	*Sep	1,486	99.1	105.0
	*Anl Target	1,415	94.4	

* Prior to funding constraint revocations

FACT SHEET

AFKA-GCD-GD

Action Officer: CW2 DiQuattro
Telephone: 338-7400/240
Date: 24 August 1981

SUBJECT: 98th Division Food Service Program

PURPOSE:

Provide Commander with status of the 98th Division Food Service Program.

FACTS:

1. Major areas of concern:

a. DA 2970 - Quarterly Subsistence Report, submitted quarterly (Jan, Apr, Jul and Oct). Provides a monetary status of all units drawing rations within the 98th Division. Tab A reflects the status for quarters 1-3 and YTD summary.

b. AT audits of dining facility accounts and DA 2970 summary of AT rations drawn.

- AT DA 2970 required to be completed 1st IDT drill after completion of AT.
- AT Audit must be completed within 60 days after completion of AT.
- Tab B reflects current status of units having completed AT.

2. The last 3 quarters not one major subordinate command met the 100% Reported within the prescribed report period.

3. Major subordinate commands are to be commended for outstanding performance in maintaining over/under status.

Tabs: A&B

DA 2969 QUARTERLY SUBSISTENCE REPORT

1st QTR (Oct-Dec)

COMPUTED VALUE b	MAN DAYS FED c	ALLOWANCE EARNED d (bxc)	PER CAPITA DAILY ALLOWANCE e (d+c)	COST OF FOOD ISSUED/SERVED f	PER CAPITA COST g (f÷c)
4.47	5660.6	25323.34	4.47	24,796.93	4.38

% Units
Reported

61

2d QTR (Jan-Mar)

COMPUTED VALUE b	MAN DAYS FED c	ALLOWANCE EARNED d (bxc)	PER CAPITA DAILY ALLOWANCE e (d+c)	COST OF FOOD ISSUED/SERVED f	PER CAPITA COST g (f÷c)
4.05	5103.8	20647.78	4.05	19,744.76	3.87

78

3d QTR (Apr-Jun)

COMPUTED VALUE b	MAN DAYS FED c	ALLOWANCE EARNED d (bxc)	PER CAPITA DAILY ALLOWANCE e (d+c)	COST OF FOOD ISSUED/SERVED f	PER CAPITA COST g (f÷c)
3.92	5893.0	23104.84	3.92	23,441.37	3.98

78

TOTAL YTD

COMPUTED VALUE b	MAN DAYS FED c	ALLOWANCE EARNED d (bxc)	PER CAPITA DAILY ALLOWANCE e (d+c)	COST OF FOOD ISSUED/SERVED f	PER CAPITA COST g (f÷c)
	16,657.4	\$69,075.96	4.15	\$67,983.06	4.08

STATUS

OVERDRAWN

UNDERDRAWN

%

1.6

DOLLARS

\$1,092.90

AT DA 2970 Status:

Total - 37 units completed AT
 13 units reported
 24 units not reported

AT Audits status:

Total - 37 units completed AT
 5 units reported
 22 units not reported

* Total \$ units having attended AT may not necessarily be representative of actual number required to report.

i.e. - many units consolidate for messing during AT. Therefore a negative report and/or consolidated DA 2970 would be sufficient. Number of delinquent reports may possibly be inaccurate.

FACT SHEET

AFKA-GCD-GD

Action Officer: W01 Gambell
Telephone: 338-7400/240
Date: 19 August 1981

SUBJECT: Materiel Condition Status Report (MCSR) DA Form 2406

PURPOSE:

To inform commanders of new procedures in maintaining the MCSR as per the revised TM 38-750 dated 31 May 1981

FACTS:

1. The divisional units have shown a remarked improvement in the completion of their MCSR. Two years ago the percentage of errors averaged 78% on each report. Presently, the unit error rate is only 8%.
2. To maintain this high level of proficiency, additional command emphasis is needed due to the recent changes in TOE's/MTOE's, the receipt of new equipment, and changes in the reporting procedures.
3. The MCSR replaces the old Materiel Readiness Report and contains significant changes to the previous report. Detailed instructions on completing the MCSR have been sent to major subordinate commands.
4. AMSA personnel have been trained to review units MCSR's for accuracy prior to forwarding to division.
5. First Army has indicated that all erroneous MCSR's will be rejected. In order to eliminate any returned reports commanders should insure that their MCSR is prepared accurately and submitted on time to Division G4.

FACT SHEET

AFKA-GCD-GD

Action Officer: W01 Gambell
Telephone: 338-7400/240
Date: 19 August 1981

SUBJECT: Preventive Maintenance Checks and Services (PMCS)

PURPOSE:

To inform commanders of the requirement to perform Preventive Maintenance Checks and Services.

FACTS:

1. AR 11-14 directs the commander to allow time on the daily training schedules to perform Preventive Maintenance Checks and Services on any and all equipment, i.e., vehicles, mess equipment, protective masks, weapons etc.
2. Recent CLRT, IG, and LAAT inspections throughout the 98th Division, indicate most cases PMCS is not being accomplished.
3. Units must perform PMCS checks on a drill by drill basis, to include 20% or more of organizational maintenance in order for Divisional Units to maintain a high level of proficiency.
4. Command emphasis and sergeants business must be incorporated in PMCS to make this an effective program. Reference letters dated 22 Oct 1980 Reflections on Maintenance. (See TAB A)

FACT SHEET



DEPARTMENT OF THE ARMY
HEADQUARTERS, 98TH DIVISION (TRAINING)
515 RIDGE ROAD
WEBSTER, NEW YORK 14580

AFKA-GCD-GD-M

22 October 1980

SUBJECT: Reflections on Maintenance Responsibilities

SEE DISTRIBUTION

1. In the typical Army Reserve company, Who do you think is the most important supervisory link in the maintenance chain? Think about it. In a quick-response test, if you say the word "maintenance," many will immediately respond "motor pool." In a tunnel-vision view of maintenance, the motor pool response may be appropriate.

2. Let's say that our typical company has a surprise alert. Several dignitaries, including the battalion and division commanders, show up at the motor pool to observe the company's departure to AT or MUTA. The night has been cold and to the embarrassment of many, the majority of the vehicles will not start. Two hours later, unit mechanics have diagnosed and corrected most of the problems. The most common faults were loose and corroded battery cables, discharged batteries in vehicles that had not been operated for 6 weeks, and ice in fuel lines.

3. Later that day a dispirited motor officer and motor sergeant leave their commander's office wondering if they have a future in the Reserves. Sound familiar? Have you had a similar experience? Do you commanders agree that the motor officer and motor sergeant share the blame for the fiasco at the motor pool earlier? Detection and prevention of the faults found with the vehicles are not part of the normal duties of motor pool personnel.

4. Equipment is assigned to platoons, not to the motor pool. The chain of blame begins with the operator, extends to the squad leader, the platoon sergeant, the platoon leader, and to the commander. When an individual does not function fully, the burden of correction is on his supervisor. Right? Not so in Army maintenance.

5. Organizational maintenance personnel rely on operators to inspect their equipment and report faults, but maintenance personnel do not normally supervise operators nor do they control their coming and going. This is the responsibility of the squad leaders. It may be appropriate for mechanics to train operators in equipment inspection, but it is not appropriate for mechanics to do the operator's work, especially when it would probably have a detrimental effect on the mechanic's assigned duties.

(TAB A)


22 October 1980

AFKA-GCD-GD-M

SUBJECT: Reflections on Maintenance Responsibilities

6. The preventive maintenance checks and services (PMCS) in the operator's manual are the key to detecting minor faults before they become deadlining deficiencies. The Equipment Inspection and Maintenance Worksheet, DA Form 2404, is the communications medium between the operator and organizational maintenance personnel for fault correction. The "Hey, Joe, look at the starter on this truck when I bring it back" approach is simply asking for trouble. If you think the operators' PMCS are inadequate for detecting faults, just try to imagine the faults that would go completely undetected if the PMCS were not being used at all.
7. Here is a suggestion for commanders who rely on mass "motor stable" exercises to detect vehicle problems. Immediately after one of these drills, select a couple of operators and a piece of equipment at random. Have the men reinspect it, precisely following the PMCS in the technical manual. As they work, have them explain the purpose of each checkpoint. Remind them to record every fault, even trivial ones, on the DA Form 2404. Remain involved during the entire inspection. Now, compare this DA Form 2404 with the one prepared during the routine motor stables. You will be surprised!
8. Now back to the original question-who is the most important supervisor link in the maintenance chain? My nomination is the squad leader. He is the supervisor and the motivator of the operators. Squad leaders who think of themselves as maintenance supervisors are essential to an effective preventive maintenance program. If the squad leader objects on the grounds that he would have to be familiar with a variety of equipment, I ask, "Why shouldn't he be?"

FOR THE COMMANDER:


SPENCER I. RADNICH JR
LTC, GS, USAR
ACofS, G-4

DISTRIBUTION:

C1

FACT SHEET

AFKA-GCD-GD

Action Officer: Major Smith
Telephone: 338-7400/245
Date: 19 August 1981

SUBJECT: AT Requests 98th Div Cir 350-4 Annex F

PURPOSE:

To inform commanders of problems encountered with commercial transportation requests and unit movement plans.

FACT:

1. Late transportation requests from units to 98th Division cause significant problems in processing. All major subordinate commands had units with late reports except the 1st Brigade.
2. Approximately 80% of the units are omitting items in the movement plans. This information has to be called for and added at Division G4. Extra time and effort further delays the processing.
3. The 98th Division Cir 350-4 changes annually. Units must follow the latest circular to have the requests completed correctly. Many of the problems were directly traced to using outdated Cir 350-4.

FACT SHEET

AFKA-GCD-GD

Action Officer: Major Smith
Telephone: 338-7400/245
Date: 19 August 1981

SUBJECT: Drivers Testing in the 98th Division

PURPOSE:

To inform commanders of problems encountered with the drivers testing program

FACT:

1. 50% of those units observed by the 98th Division Transportation Section were not following 98th Division (Tng) Cir 600-55. Drivers testing was given without classroom orientation, control sheets were not given to personnel (used to distinguish between renewal and initial requirements).
2. DA Form's 348 were not filled out prior to testing causing a delay in the testing. Another reason for delay was that vehicles were not ready for testing. A test team could test more units in an area if the units were ready. The overall cost could go down if test teams could spend less time at each unit.

FACT SHEET

D-24

AG

FACT SHEET

AFKA-GCD-AG

Action Officer: CW4 Hultman
Telephone: (716) 338-7400 Ext 229
Date: 25 August 1981

SUBJECT: Command Involvement Program

PURPOSE: To Update Personnel on Actions Required in Connection with Command Involvement Program

FACTS:

1. The Command Involvement Program (CIP) assures that current personnel data for all members of organic and non-organic units of this Command are present in the Reserve Personnel Information System (RPERSINS). Commanders at all levels are responsible to insure successful operation of the CIP.

2. In connection with the CIP, this Command slipped to third in the First US Army Area in the most recent quarter from being tied for top honors in the December 1980 quarter. Total data capture figures for the Command (131 units) are as follows:

<u>Quarter</u>	<u>% Capture, 98th Div (Tng)</u>	<u>% Capture, 1A</u>
31 Mar 80	97.9	97.6
30 Jun 80	98.4	97.8
30 Sep 80	98.3	97.8
31 Dec 80	98.7	98.4
31 Mar 81	98.7	98.4

3. Eight 98th Division (Training) units did not achieve acceptable levels for overall data capture for the quarter ending 31 March 1981:

<u>Unit</u>	<u>% Overall Data Captured</u>	<u>%, Prior Quarter</u>
327 Avn, Det #1	96.0	95.2 (2d Qtr on list)
Co B, 1Bn, (389), 1 Bde	95.4	98.6
Co B, 3Bn (389), 1 Bde	94.7	96.7
Co B, 2Bn (390), 2 Bde	95.2	97.3
Co C, 3Bn (390), 2 Bde	95.7	98.2
Co B, 1Bn (392), 3 Bde	96.2	98.8
Co C, 2Bn (392), 3 Bde	95.6	98.2
Co C, 2Bn (98), 4 Bde	93.8	97.3

4. The two items of major data showing the highest past due entry to RPERSINS continue to be: Past due ETS status and Date of Last Physical Examination.

5. Of 1533 reporting units in the First US Army area, only 70 are below the DOD acceptability standard of 96.5 percent overall data capture. This Command constitutes 11.4 percent of this delinquency rate. Maximized Command Emphasis needed to reduce this rate to improve the standing of the Division. In the December quarter, two units tied the Division for top honors; the Division was third in the March 1981 quarter.

FACT SHEET

AFKA-GCD-AG

Action Officer: Cpt. Schoenwetter
Phone: 229
Date: August 25, 1981

Subj: DA 12 Series

1. Reference: DA 310-10
2. Publication needs: Every unit requires publications and blank forms for training, pay and other administrative functions. Your units mission and capabilities, its strength and what weapons and equipment are used.
3. Account numbers: DA Form 12, Request for Establishment of a publication account, will be used to submit your request for an account.
4. Pinpoint Distribution: A rapid method of distribution of new publications using the DA 12 Series, with your unit needs to accomplish the mission etc, publications are forwarded direct to the using unit thus by-passing the post publication stockroom.
5. Re supply: Furnishing publications by requisition, after initial distribution has been completed use DA 4569 for all supply requisitions
6. Review & Update: Semi-annual, each unit should review their DA 12 Series with key personnel of the unit to determine the quantity of publications and forms required.

FACT SHEET

FACT SHEET

AFKA-GCD-AG

Action Officer: CW4 Hultman
Telephone: (716) 338-7400 Ext 225
Date: 25 August 1981

SUBJECT: Summary Report for Division Awards Program - Calendar Year 1981 to Date

PURPOSE: To update the CG on Awards Actions During the Period 1 January 1981 through 25 August 1981

FACTS:

1. During the period 1 January through 25 August 1981, the 98th Division (Training) AG Awards Section processed 82 actions: 44 actions resulted in awards, 19 were returned to originating units for corrections of deficiencies, 7 actions were pass-throughs of awards from overseas and CONUS units and RCPAC to members of this command, and 12 awards actions are in process at this time.
2. Availability of word processing equipment continued to further reduce the processing time for the average award to 41 days after receipt, down from 43 days in 1980. Supply support was fair by the end of the reporting period, except for small Oak Leaf Clusters, which continue to be unavailable. Humanitarian Service Medals have been received, and processing has started to forward to units; actions are targeted for completion by the middle of September.
3. Significant statistics of awards granted are at Appendix A-1. It should be noted that personnel in all the major subordinate commands except the First Brigade received awards. The tabulation below outlines recipients by award level:

<u>AWARD LEVEL</u>	<u>OFFICER</u>	<u>WARRANT</u>	<u>ENLISTED</u>
MSM	5	1	1
ACM	15	3	12
DA Certificate	-	-	6
98th Certificate	-	-	1

4. The "Hot Line" for help with awards actions was used only 9 times during the period, down from 23 uses for 1980. Instructions in returns of invalid actions to units helped to reduce invalid action level from 27.1 percent in 1980 to 23.2 percent to date in 1981. The education program, using telephonic and written corrective instructions, on site-sessions and Weekly Bulletin items will be continued and intensified wherever possible.

FACT SHEET

FACT SHEET - Division Awards Program - 1 Jan81 Through 25 Aug 81
APPENDIX A-1

AWARDS ACTIONS COMPLETED DURING PERIOD BY MAJOR SUBORDINATE UNIT

HHC, 98th Div (Tng): (12-Total)

MSM: 3-Off

ACM: 7-Off, 1-Enl

DA Cert: 1-Enl

1209th USAG: (5-Total)

MSM: 1-Off

ACM: 2-Off, 1-Enl

DA Cert: 1-Enl

Headquarters Command (1-Total)

ACM: 1-Off

359th Signal Gp: (1-Total)

MSM: 1-Off

Training Command: (2-Total)

ACM: 1-Enl

DA Cert: 1-Enl

1151st USAR School: (1-Total)

DA Cert: 1-Enl

First Brigade: NO AWARDS

1157th USAR School: (1-Total)

DA Cert: 1-Enl

Second Brigade: (2-Total)

ACM: 1-Off

DA Cert: 1-Enl

464th Engr Bn: (4-Total)

ACM: 2-Enl

DA Cert: 2-Enl

Third Brigade: (2-Total)

ACM: 2-Enl

ACM: 1-Enl

479th Engr Bn: (1-Total)

ACM: 1-WO

Fourth Brigade: (3-Total)

ACM: 1-Off, 2-Enl

425th MI Det: (1-Total)

ACM: 1-Off

403d CA Co: (1-Total)

ACM: 1-WO

454th MI Det: (3-Total)

MSM: 1-Enl

ACM: 1-Off, 1-Enl

300th Ord Bn: (1-Total)

MSM: 1-WO

332d Ord Bn: (2-Total)

ACM: 1-Off, 1-Enl

98th Sig Bn: (1-Total)

ACM: 1-Enl

APPENDIX A-1

FACT SHEET

AFKA-GCD-AG

Action Officer: CW2 Falzone
Telephone: 716-338-7400
Date: 30 August 1981

SUBJECT: Officer Evaluation Reports(OERs)

PURPOSE: To provide Commanders/SIs an update on the current performance of Major Subordinate Commands in submitting OERs within required guidelines

FACTS:

1. Division policy specifies that OERs must be received at the AG NLT 40 days after the close-out date. First US Army requires that OERs be received at their headquarters NLT 91 days after the close-out date.
2. The 98th Division (Tng) Goal is that no more than 20% of all OERs submitted to Division will be late.
3. In the 2d Quarter of FY 81 (Jan - Mar), 5 MSCs exceeded the late rate goal of less than 20%. Additionally, 3 MSCs were in excess of 10% late rate in OERs submitted to First US Army. For the 3d Quarter (Apr - Jun), 6 MSCs have exceeded the late rate goal, with 3 MSCs in excess of 10% late rate to First US Army. Overall for the 3d Quarter, the late rate of OERs to Division was 20% and the late rate to First US Army was 6%.
4. Inclosure 1 contains Quarterly statistics by Major Subordinate Command. Inclosure 2 is a breakdown of OERs submitted by unit. In reading Inclosure 2, the top number is the number of OERs submitted, the bottom number indicates the number late to Division, and a circled number indicated the number late to First US Army.
5. Continued command emphasis at all levels on the timely submission of OERs is paramount. The latest statistics published by First US Army indicates the 98th Division (Tng) has the lowest late rate in ARMR I. The command emphasis since the 1980 G1/AG Conference has shown significant results.

2 Incl
as

FY - 81 OER STATISTICS

MAJOR COMMAND	1st Qtr		2nd Qtr		3rd Qtr		FY-81	
	98TH	1A	98TH	1A	98TH	1A	98TH	1A
HQS COMMAND	23/16 (70%)	3 (13%)	41/22 (54%)	13 (32%)	23/9 (39%)	4 (17%)	87/47 (54%)	20 (23%)
TNG COMMAND	10/1 (10%)	1 (10%)	5/4 (80%)	1 (20%)	9/2 (22%)	0 (0%)	24/7 (29%)	2 (8%)
1ST BDE	26/12 (46%)	0 (0%)	15/3 (20%)	1 (7%)	24/7 (29%)	2 (8%)	65/22 (34%)	3 (5%)
2ND BDE	58/14 (24%)	3 (5%)	19/2 (10%)	0 (0%)	17/1 (6%)	0 (0%)	94/17 (18%)	3 (3%)
3RD BDE	25/1 (4%)	0 (0%)	15/0 (0%)	0 (0%)	17/2 (12%)	1 (6%)	57/3 (5%)	1 (2%)
4TH BDE	11/2 (18%)	0 (0%)	14/0 (0%)	0 (0%)	6/1 (17%)	0 (0%)	31/3 (10%)	0 (0%)
359TH SIG GP	92/43 (47%)	12 (13%)	75/17 (23%)	3 (4%)	61/2 (3%)	0 (0%)	228/62 (27%)	15 (7%)
1209TH USAG	62/16 (26%)	9 (15%)	57/32 (56%)	15 (26%)	43/10 (23%)	6 (14%)	162/58 (36%)	30 (19%)
1151ST USAR SCHOOL	13/0 (0%)	0 (0%)	7/2 (29%)	0 (0%)	1/1 (100%)	0 (0%)	21/3 (14%)	0 (0%)
1157TH USAR SCHOOL	11/0 (0%)	0 (0%)	8/1 (13%)	0 (0%)	23/0 (0%)	0 (0%)	42/1 (2%)	0 (0%)
1159TH USAR SCHOOL	1/1 (100%)	0 (0%)	3/0 (0%)	0 (0%)	14/13 (93%)	2 (14%)	18/14 (78%)	2 (11%)
TOTALS	332/106 (32%)	28 (8%)	259/83 (32%)	33 (13%)	238/48 (20%)	15 (6%)	829/237 (29%)	76 (9%)

[illegible]

98TH DIVISION (TNG) CUMULATIVE/LATE OER SUBMISSIONS TO FUSA

AS OF

19

PAGE 2 OF 2 PAGES.

UNIT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL OER'S	LATE OER'S	% LATE OER'S
359 SIG GP															
359	0	0	3	2	1	0	0	0	1	0					
401 CA	1	1	1	0	6	0	0	3	0	5	0				
402 CA	7	4	5	0	0	2	0	1	0	11	2				
403 CA	1	0	2	0	7	0	0	3	0	1	0				
414 CA	3	1	2	0	4	0	4	0	3	0	15	0			
425 MI	0	0	1	0	0	1	0	0	0	2	0				
454 MI	0	0	0	0	0	0	0	0	0	1	0				
400 ORD	0	0	8	1	0	0	2	0	2	0					
401 PSC	0	0	0	0	0	0	0	0	0	0					
477 QM	0	0	0	5	0	0	0	0	0	0					
402 CHEM LAB															
3 SIG BN	0	0	1	0	2	0	1	0	0	1	0				
692 SIG CO	1	1	1	0	0	0	0	0	1	0					
59 MAINT CO	3	1	0	0	2	0	0	0	0	0					
332 ORD BN	1	0	4	0	0	1	0	0	0	0					
52 ORD CO	0	0	0	2	0	0	0	0	1	0					
309 ORD CO	0	0	0	0	0	0	0	0	0	0					
1209 USAG															
HQ, 1209	10	2	1	0	9	4	3	0	0	18					
54 ENG BN	3	2	2	2	7	0	3	1	2	0	1	3			
479 ENG BN	5	5	4	4	7	6	2	2	0	3	0				
13 S&S BN	3	3	0	0	3	1	1	0	0	8	0				
770 CNST CO	2	2	1	1	0	0	0	0	0	0	0				
1151 USARS	1	0	3	2	3	0	0	0	0	1	1				
157 USARS	3	1	3	0	2	0	9	0	4	0	10	0			
1159 USARS	0	0	3	0	0	0	0	13	12	1	1				
TOTAL ALL UNITS															
TOTAL OER'S	73	93	93	56	62	120									
LATE OER'S	36	16	9	20	10	6	20	6	18	3					

FACT SHEET

AFKA-GCD-AG

Action Officer: CW2 Falzone
Telephone: 716-338-7400
Date: 30 August 1981

SUBJECT: Unit Vacancy Promotions

PURPOSE: To provide Commanders/SIs information regarding the Unit Vacancy Promotion System

FACTS:

1. In December 1980 changes to AR 140-10 and AR 135-155 modified officer assignment procedures and unit vacancy promotions. Basic rules governing assignment and promotion are outlined below:

a. Assignment procedure: TPU commanders have the following options to fill vacancies. One of these must be used NLT 30 days after the vacancy occurs.

(1) Fill with an officer of proper grade from local assets.

(2) Assign an officer who has been selected for promotion to the grade of the position.

(3) Request RCPAC to nominate officers using a DA Form 4935-R.

(a) RCPAC will nominate not more than 3 officers within 30 days of receipt.

(b) TPU commander then will select or give reasons for non-selection of the nominated officers.

b. Unit Vacancy Promotion: These will be authorized only when:

(1) RCPAC notifies the TPU no officers are available for fill or;

(2) When FUSA Commander approves the non-selection of officers nominated by RCPAC for fill but found unacceptable by the unit commander.

(3) Unit Vacancy packets will not be started until one of the above two conditions are met.

2. Comparative data for the last four 98th Div (Tng) Unit Vacancy Promotion Boards

<u>DATE</u>	<u># PACKETS</u>	<u>#OFFICERS SUBMITTED</u>	<u>#RECOMMENDED OFFICE SELECTED</u>
Apr 80	18	83	10
Aug 80	11	39	11
Dec 80	44	185	43
Apr 81	3	15	2
Aug 81	2	10	Pending

FACT SHEET

3. Several administrative discrepancies were discovered while preparing promotion packets for consideration by the August 1981 Unit Vacancy Promotion Board. These discrepancies contributed to significant delays in preparing records for presentation to the Board. The most common discrepancies noted are as follows:

a. Missing Officer Evaluation Reports - Reports were due but had not been submitted to First US Army.

b. Prospective candidates had been previously nonselected by a mandatory promotion board.

c. Original DA Form 4935-R was not submitted. Some 4935-R's had not been completed by RCPAC.

d. Section IID, DA Form 2464-R - All eligible officers were not indicated.

e. Section IIE, DA Form 2464-R - All non-eligible officers were not indicated.

FACT SHEET

Action Officer: 1LT Buffington
Telephone: 716-338-7400, Ext 229
Date: 4 August 1981

SUBJECT: Processing Personnel Actions

PURPOSE: To inform commanders of errors which result in the delay of processing personnel actions.

FACTS

1. Personnel actions submitted without review frequently contain errors causing return to units and resulting in lengthy, unnecessary delays.
2. Commanders must review personnel actions for accuracy and proper documentation prior to submission to Division Headquarters.

4 Incls

1. Involuntary Transfers
2. Voluntary Transfers
3. Requests for Change of MOS
4. Audit Checklist

FACT SHEET

INVOLUNTARY TRANSFERS
(UNSATISFACTORY PARTICIPANTS)

COMMAND	2D QUARTER (1 Jan - 31 Mar 81)		3D QUARTER (1 Apr - 30 Jun 81)	
	NUMBER OF ACTIONS RECEIVED	NUMBER AND PERCENTAGE RETURNED TO UNITS FOR CORRECTION	NUMBER OF ACTIONS RECEIVED	NUMBER AND PERCENTAGE RETURNED TO UNITS FOR CORRECTION
HQ COMMAND	17	10/59 %	7	3/43 %
TNG COMMAND	0	-	27	9/33 %
1ST BDE	3	3/100%	9	4/44 %
2D BDE	13	9/69 %	15	5/33 %
3D BDE	5	3/60 %	4	4/100%
4TH BDE	3	3/100%	5	2/40 %
1209TH USAG	33	22/67 %	33	16/49 %
359TH SIG GP	28	17/61 %	24	9/38 %
1151ST USAR SCH	1	-	-	-
1157TH USAR SCH	1	1/100%	-	-
1159TH USAR SCH	1	1/100%	1	1/100%
DIVISION TOTALS	105	69/66 %	125	53/42 %

INCLOSURE 1

VOLUNTARY TRANSFERS

COMMAND	2D QUARTER (1 Jan - 31 Mar 81)		3D QUARTER (1 Apr - 30 Jun 81)	
	NUMBER OF ACTIONS RECEIVED	NUMBER AND PERCENTAGE RETURNED TO UNITS FOR CORRECTION	NUMBER OF ACTIONS RECEIVED	NUMBER AND PERCENTAGE RETURNED TO UNITS FOR CORRECTION
HQ COMMAND	5	2/40 %	1	-
TNG COMMAND	15	4/27 %	3	1/33 %
1ST BDE	12	6/50 %	7	-
2D BDE	13	8/62 %	12	1/ 8 %
3D BDE	27	17/63 %	1	-
4TH BDE	15	11/73 %	12	5/42 %
1209TH USAG	35	20/57 %	48	14/29 %
359TH SIG GP	35	23/66 %	19	3/16 %
1151ST USAR SCH	0	-	0	-
1157TH USAR SCH	2	2/100%	3	1/33 %
1159TH USAR SCH	1	-	2	-
DIVISION TOTALS	160	93/58 %	108	25/24 %

INCLOSURE 2

REQUESTS FOR CHANGE OF MOS

COMMAND	2D QUARTER (1 Jan - 31 Mar 81)		3D QUARTER (1 Apr - 30 Jun 81)	
	NUMBER OF ACTIONS RECEIVED	NUMBER AND PERCENTAGE RETURNED TO UNITS FOR CORRECTION	NUMBER OF ACTIONS RECEIVED	NUMBER AND PERCENTAGE RETURNED TO UNITS FOR CORRECTION
HQ COMMAND	3	1/33 %	2	1/50 %
TNG COMMAND	1	-	1	1/100%
1ST BDE	13	5/38 %	8	4/50 %
2D BDE	13	1/ 8 %	15	7/47 %
3D BDE	18	1/ 6 %	21	7/33 %
4TH BDE	3	2/67 %	6	1/17 %
1209TH USAG	17	6/35 %	13	7/54 %
359TH SIG GP	9	3/33 %	6	2/33 %
1151ST USAR SCH	0	-	0	-
1157TH USAR SCH	3	2/67 %	1	1/100%
1159TH USAR SCH	0	-	0	-
DIVISION TOTALS	80	21/26 %	73	31/43 %

FACT SHEET

AFKA-GCD-AG

Action NCO: MSG Streb
Telephone: 716-338-7400, Ext 229
Date: 25 August 1981

SUBJECT: Enlisted Evaluation Reports (EER)

PURPOSE: To inform commanders of changes in the Enlisted Evaluation Reporting System

FACTS:

1. AR 135-205 was revised by Interim Change I01 dated 4 May 1981. AR 623-205 supersedes AR 135-205 effective 1 October 1981.
2. Letter, AFKA-GCD-AG,HQ, 98th Division (Tng), 14 Aug 81, subject: Implementation of DA Form 2166-6 (Enlisted Evaluation Report) on 1 Oct 81, outlines the significant changes incorporated in AR 623-205.
3. A copy of a change to the 98th Div (Tng) SOP, which will require significant participation and review by Senior Noncommissioned Officers, is attached as inclosure 1.

ENLISTED EVALUATION REPORTS

1. PURPOSE: Identify the regulations which guide the SEER Reporting System and establish a system to monitor timely and accurate completion of SEER's.

2. REFERENCES: a. AR 135-205, with Interim Change I01 dated 4 May 81 (expires 30 Sep 81).

b. AR 623-205 dated 15 Jun 81 (effective 1 Oct 81).

3. OBJECTIVES: a. Establish the best qualified, retainable corps of NCO's and Specialists in each command through effective use of efficiency reports.

b. Institute control procedures for all unit commanders to supervise SEER submissions.

4. TERMINOLOGY: Senior Enlisted Evaluation Report (SEER) will be referred to as Enlisted Evaluation Report (EER) effective 1 October 1981.

5. RATING SCHEMES: Unit commanders will establish a unit rating scheme identifying each person to be rated and the respective rater, indorser and reviewer, using 98th Div (Tng) Form 48-R. This rating scheme will be updated as necessary.

6. SEER SCAN: SEER's will be scanned and initialed, as indicated below, to further assess NCO performance of both subject individual and rater:

a. LEVEL

SCANNED BY

(1) Co and Bn	Bn CSM
(2) CA Co	359th Sig Gp CSM
(3) Bn CSM	MSC CSM
(4) MSC and USAR School E5-E9 (except CSM)	MSC & USAR School CSM
(5) MSC and USAR School CSM	Div CSM and CG

b. Individuals scanning an SEER will initial on the line after Part VII, MILPO Certification.

7. RESPONSIBILITIES: a. The responsible personnel officer will forward SEER's for scan as indicated in paragraph 6a.

b. Individuals indicated in paragraph 6 will return audited/scanned SEER's to the responsible personnel officer for distribution.

c. Consolidated Report: SEER's are required annually in August for E5's, September for E6's, October for E7's, November for E8's and E9's, and are to be completed NLT 60 days after the end of the rating year. Major Subordinate Command and USAR School CSM's will report by grade/by name to the Division CSM all SEER's not submitted on time and indicate the reason for each late report. This report will be sent to the Division CSM, ATTN: AFKA-GCD-CM, with a copy furnished to the Division AG, ATTN: AFKA-GCD-AG, NLT 90 days after the end of each rating period.

FACT SHEET

AFKA-GCD-AG

Action Officer: Mr. Robinson
Telephone: 716-338-7400 ext 223
Date: 25 August 1981

SUBJECT: MDS ORDERS

1. PROBLEM AREAS: a. Evidently, Unit Commanders have a very low priority of work for the technicians to submit DA Form 1058 and orders.

b. Technicians forward the requests to this headquarters WITHOUT CHECKING FOR CORRECTNESS.

2. Items on orders which continuously need correcting:

SNL: Rank & UIC's

Pd: One (1) Day ADT

Rpt to: (i.e. you show USARC Rochester). You must show City, State, and Zip (i.e. Rochester, NY 14609).

PX Agent: Indicate name or put NA.

"RENTAL CAR AUTHORIZED": (If needed, type this on order and cost for it—but don't come back after order is published to be amended).

HOR: Some missing.

Cost Codes: In wrong block, (Top block is OFFICER, bottom block is ENLISTED). Blocks not used, indicate NA just on Est Total Cost line.

PEBD: Double check. (Some not indicated).

Security Clearance: E-8's and above and others as required by duty assignment must have a Security Clearance listed in this block

LABEL 9-1: Address to individual's HOR. (Not unit address).

FACT SHEET

FACT SHEET

3. CORRECTIVE ACTION: A. Unit Commanders must place a higher priority for submitting requests for orders.

b. It is suggested that Unit Commanders utilize a full time day staff member (CIV, FTM, MT) to proofread and correct, PRIOR to forwarding to this headquarters.

c. Suspense dates to this headquarters must be met:

(1) Arrive NLT 15 days prior to date of duty.

(2) Cut-off is the 14th of each month, because all orders for the month must arrive at FIG, NLT 19th of each month.

(3) Orders must be in the hands of the individual PRIOR to performance of duty.

FACT SHEET

25 Aug 81

STATISTICAL DATA FOR ORDERS PUBLISHED
DURING THE PERIOD 1 JUL 81 - 31 JUL 81
(Series 94 thru 114)

<u>ORDERS PUBLISHED</u>		<u>REQUIRED MOD'S</u>	<u>RECEIVED LATE</u>	<u>CORRECTED</u>	<u>REVOKED</u>
1015		HHC 98 Div - 12	101	49	48
+ 49	Corrected	1st Bde - 2			
+ 48	Revoked	3d Bde - 11	See Sheets for units		
+ 187	Revoked (Lack of Funds)	1209 USAG - 3			
		Tng Cmd - 1			
		464th Engr - 7			
		770th Engr - 1			
1299					
		37			
		(37 of 1015) 3.65%	(101 of 1015) 9.95%	(49 of 1015) 4.82%	(48 of 1015) 4.72%

25 AUG 81

LATE ORDERS RECEIVED

<u>DATE REC'D</u>	<u>DATE OF DUTY</u>	<u>QTY</u>	<u>UNIT</u>
26 Jun	6 Jul	1	359th Sig Gp
26 Jun	11 Jul	3	692d Sig Co
29 Jun	1 Jul	1	HHC, 98th Div
29 Jun	1 Jul	1	1st Bde
29 Jun	9 Jul	6	1st Bde
30 Jun	11 Jul	8	1209th USAG
1 Jul	11 Jul	2	HHC, 98th Div
1 Jul	8 Jul	1	3d Bde
1 Jul	12 Jul	2	HHC, 98th Div
1 Jul	1 Jul	1	HHC, 98th Div
1 Jul	11 Jul	1	359th Sig Gp
1 Jul	11 Jul	2	402d CA Co
2 Jul	12 Jul	1	1st Bde
2 Jul	6 Jul	1	1st Bde
2 Jul	8 Jul	4	1st Bde
2 Jul	6 Jul	6	1st Bde
2 Jul	13 Jul	2	1st Bde
2 Jul	10 Jul	1	1st Bde
6 Jul	10 Jul	1	2d Bde
6 Jul	14 Jul	3	359th Sig Gp
6 Jul	15 Jul	2	414th CA Co
6 Jul	2 Jul	1	HHC, 98th Div
6 Jul	11 Jul	2	414th CA Co
7 Jul	2 Jul	1	HHC, 98th Div
7 Jul	8 Jul	1	HHC, 98th Div
7 Jul	11 Jul	3	HHC, 98th Div
7 Jul	12 Jul	2	1209th USAG
7 Jul	18 Jul	2	HHC, 98th Div
7 Jul	19 Jul	2	1209th USAG
8 Jul	11 Jul	1	HHC, 98th Div
8 Jul	19 Jul	4	HHC, 98th Div
8 Jul	22 Jul	1	3d Bde
10 Jul	11 Jul	6	Tng Cmd
10 Jul	15 Jul	1	Tng Cmd
10 Jul	18 Jul	1	413th S&S Bn
10 Jul	18 Jul	1	464th Engr Bn
10 Jul	19 Jul	1	HHC, 98th Div
10 Jul	20 Jul	1	359th Sig Gp
10 Jul	18 Jul	1	HHC, 98th Div
13 Jul	10 Jul	1	2d Bde
13 Jul	13 Jul	1	HHC, 98th Div
14 Jul	18 Jul	1	464th Engr Bn
14 Jul	18 Jul	1	98th Sig Bn
15 Jul	25 Jul	2	359th Sig Gp
15 Jul	20 Jul	1	2d Bde
15 Jul	17 Jul	3	692d Sig Co
16 Jul	21 Jul	1	LED Acad

INCLOSURE 2

<u>DATE REC'D</u>	<u>DATE OF DUTY</u>	<u>QTY</u>	<u>UNIT</u>
16 Jul	16 Jul	1	HHC, 98th Div
16 Jul	25 Jul	1	359th Sig Gp
17 Jul	25 Jul	3	277th QM Co
17 Jul	27 Jul	1	403d CA Co
17 Jul	28 Jul	1	332d OD Bn
20 Jul	25 Jul	1	464th Engr Bn

FACT SHEET

AFKA-GCD-AG

Action Officer: Mr. Robinson
Telephone: 716-338-7400 ext 223
Date: 25 August 1981

SUBJECT: Printing Plant Support

PURPOSE: The Adjutant General will provide printing plant support to all units of this command. If we cannot accomplish the job, we will forward it to the 409th PSC; Fort Drum; or First US Army.

LIMITATION:

1. Most USAR Centers have small copiers and should not be used for large quantities. If the job is too large for small copier, than send to this headquarters (i.e., 10 page document and you need 300 copies for distribution, that's 3,000 impressions; too large for small copier - send to Division AG).

2. Classified material will not be reproduced.

3. Regulations, manuals, and other previously published documents that can be requisitioned, will not be reproduced.

PAPER SIZE: Use either 8 x 10 1/2 or 8 1/2 x 11, but do not mix sizes in one document.

PROCEDURE: Printing plant support may be requested by:

1. Completing DD Form 844 (Requisition for Local Duplicating Service), and forward two (2) copies attached to the document, to this headquarters, ATTN: AFKA-GCD-AG. Particular attention is directed to items 4 and 11.

a. Item 4: Each side of a typed page counts as an original, whether printed separately or back-to-back.

b. Item 11: Be careful and be positive of the way you want the document printed/assembled.

2. The originator is responsible for and must be positive the document is ready for printing, i.e.:

a. Pages are correctly numbered.

b. Format is in accordance with AR 340-15 (Preparing Correspondence).

c. Final proofreading.

3. The printing plant supervisor will approve/disapprove all requests. Jobs not considered to be proper will be returned to the originator.

4. The originator will direct all questions to 716-338-7400, Mr. Robinson, extension 223 or Miss Wells, extension 301.

FACT SHEET

REQUISITION FOR LOCAL DUPLICATING SERVICE			DATE OF REQUEST	DATE REQUIRED	JOB NUMBER <i>BLANK</i>
TO:			FROM: (Organization and room number)		
1. FOR REFERENCE CONSULT			2. DELIVER TO		
3. DESCRIPTION (Title, form number, etc.)			4. NAME AND PHONE NUMBER OF PERSON TO CALL IF TO BE PICKED UP		
4. NO. OF ORIGINALS	5. NO. COPIES EACH	6. TYPE OF REPRODUCTION <input type="checkbox"/> OFF-SET <input type="checkbox"/> Mimeo <input type="checkbox"/> OTHER (Specify)	7. SECURITY CLASSIFICATION <input type="checkbox"/> UNCLASSIFIED <input type="checkbox"/> OTHER	8. DISPOSITION OF ORIGINALS <input type="checkbox"/> RETURN <input type="checkbox"/> DESTROY	
9. PAPER SPECIFICATIONS <input type="checkbox"/> OFFSET DUPLICATION <input type="checkbox"/> SPIRIT DUPLICATION <input type="checkbox"/> OTHER (Specify) <input type="checkbox"/> 8 x 10 <input type="checkbox"/> 8 x 12 <input type="checkbox"/> 8 1/2 x 14 <input type="checkbox"/> OTHER (Specify) <input type="checkbox"/> WHITE <input type="checkbox"/> OTHER (Specify)			11. PRINT <input type="checkbox"/> 1 SIDE <input type="checkbox"/> H TO H <input type="checkbox"/> H TO F <input type="checkbox"/> HEAD TO <input type="checkbox"/> L <input type="checkbox"/> R		12. COLLATE <input type="checkbox"/> YES <input type="checkbox"/> NO STAPLE <input type="checkbox"/> YES <input type="checkbox"/> NO
10. COLOR INK <input type="checkbox"/> BLACK <input type="checkbox"/> OTHER			14. SIGNATURE OF REQUESTER (This requisition contains no copyrighted material other than that indicated on attached copy right release.)		
13. ADDITIONAL SPECIFICATIONS (Including distribution, punching, padding, location of staples, etc.)			15. SIGNATURE OF APPROVING OFFICIAL <i>BLANK</i>		
FOR REPRODUCTION UNIT USE ONLY					
16. DATE RECEIVED	17. PRIORITY	18. OPERATOR		22. DATE REQUESTER NOTIFIED JOB IS COMPLETE	
19. NO. OF COPIES REPRODUCED	20. DATE DELIVERED	21. JOB RECEIVED BY			

DD FORM 844
1 MAY 71

REPLACES DD FORM 844, 1 DEC 61, WHICH WILL BE USED.

☆ GPO: 1972 470-332/2

FACT SHEET

AFKA-GCD-AG

Action Officer: Mr. Robinson
Telephone: 716-338-7400 ext 223
Date: 25 August 1981

SUBJECT: Word Processing Support

PURPOSE: The Adjutant General will provide word processing support to all units of this command.

DEFINITION OF WORD PROCESSING: An office system, providing typed documents, with automated equipment, trained personnel, and specially designed procedures. It is a process of producing typed correspondence that is repetitive and or requires frequent revisions.

PROCEDURE: Word Processing service may be requested by:

1. Completing Section II of 98 Form 56 (Job Request-Word Processing Center) and forward two (2) copies, attached to the document, to this headquarters ATTN: AFKA-GCD-AG. Special instructions to the operator MUST be specific (i.e. draft, final, revision).
2. The originator is responsible for the final proofreading of his document after being returned, and prior to publication/distribution.
3. The originator will notify the word processing center when a document is no longer needed to be kept on memory. (We cannot tie-up disc's with documents not required).
4. The Word Processing Manager will approve/disapprove all requests. Those jobs not considered to be proper utilization of the word processor will be returned to the originator.
5. The originator will direct all questions to the Word Processing Manager, Mr. Robinson, 716-338-7400 ext 223.

FACT SHEET

JOB REQUEST — WORD PROCESSING CENTER

SECTION I (AG ONLY)

TO: AG 98TH DIVISION (TNG)

PRIORITY *BLANK*

SECTION II (ORIGINATOR)

FROM: ORIGINATOR'S NAME

DATE OF
REQUEST:

STAFF SECTION

DATE
REQUIRED:

SUBJECT:

SPECIAL INSTRUCTIONS TO OPERATOR:

MEMORIZE: YES ☐ NO ☐

SECTION III (WPC OPERATOR)

DATE/TIME RECEIVED
BY OPERATOR:

INITIALS:

NUMBER OF PAGES:

TYPING TIME:

WPC CODE:

98 FORM 30 OCT 79 56

FACT SHEET

AFKA-GCD-AG

Action Officer: Mr. Robinson
Telephone: 716-338-7400 ext 223
Date: 25 August 1981

SUBJECT: Status of the Full-Time Manning/Military Technician Program

PURPOSE: To provide the Command Section with the present status of the FTM/MT Program.

FACTS: The present status of the FTM/MT Program is:

1. Strength status of the FTM Program:

FY	AUTHORIZED	FILLED AND ON DUTY	FILLED (AWAITING ASGMT DATE & ORDERS)	VACANT
	AC AGR TOTAL	AC AGR TOTAL	AC AGR TOTAL	AC AGR TOTAL
FY 80	17 32 (49)	17 32 (49)	0 0 (0)	0 0 (0)
FY 81	3 11 (14)	2 8 (10)	1 3 (4)	0 0 (0)
FY 82	4 11 (15)	0 0 (0)	0 0 (0)	4 11 (15)
TOTALS	24 54 (78)	19 40 (59)	1 3 (4)	4 11 (15)

2. Strength status of the MT Program is:

FY	AUTHORIZED	FILLED AND ON DUTY	FILLED (AWAITING ASGMT DATE & ORDERS)	VACANT
FY 80	31	30	1 CW4 Cunningham or CW4 Major	0
FY 81	13	0	8	5
TOTAL	44	30	9	5

FACT SHEET

3. Recent changes (AUG 81).

a. The following FY 82 FTM (AGR) positions for 1018th and 1091th Supply and Service Companies have been upgraded:

(1) Stock Control Specialist
upgraded from E5 76P20
to E6 76P30

(2) DAS 3 Repairer
upgraded from E5 34C20
to E6 34C30

b. Change in tour length for FTM/MT AGR officers:

(1) FY 82 positions will be for two (2) year tour, with a possible two (2) year extension (2+2).

(2) FY 80/81 positions (officers presently on duty) is three (3) year tour, with a possible one (1) year extension (3+1).

(3) FY 80/81 vacant positons will be for two (2) year tour, with a possible two (2) year extension (2+2).

(4) Enlisted tours remain three (3) years.

I G

FACT SHEET

AFKA-GCD-IG

Action Officer: LTC Gannon
Telephone: 716-338-7400, Ext 263
Date: 25 Aug 1981

SUBJECT: Inspector General Activities

PURPOSE: Provide Major Subordinate Commands information concerning the General Inspection and other Inspector General Data

FACTS:

1. The current General Inspection results point out areas of emphasis.
2. Major Commands will forward reports of corrective action to First U.S. Army through 98th Div (Tng).
3. Units other than Major Commands will forward reports of corrective action to this Headquarters.

OR

FACT SHEET

AFKA-GCD-CR

Action Officer: CPT Carozza
Telephone: X 255
Date: 25 August 1981

SUBJECT: Duties of Retention Noncommissioned Officer (RNC0)

PURPOSE:

To clarify the appropriate and nonappropriate duties of the RNC0.

FACTS:

1. Confusion has existed in the field as to the actual duties of RNCOS, MOS 79D. Due to this confusion, the actual duties of an RNC0 are listed within this FACT SHEET. The following duties are appropriate for personnel assigned to RNC0 positions:

- a. Advise and support unit commanders and additional duty retention personnel of their unit strength maintenance programs.
- b. Provide technical strength maintenance training for unit retention personnel.
- c. Evaluate effectiveness of unit strength maintenance program.
- d. Recommend courses of action to increase effectiveness of unit strength maintenance programs.
- e. Provide technical information concerning retention and reenlistment to unit personnel.
- f. Provide retention/reenlistment counseling in support of unit retention personnel.

2. The following duties are not considered appropriate for personnel assigned to RNC0 positions:

- a. Preparation of reenlistment and extension packets.
- b. Preparation and maintenance of unit strength reports.
- c. Maintenance of Army Reserve Reenlistment Data Card, DA Form 4644-R.
- d. Administration of unit referral program.
- e. Preparation of unit vacancy lists

FACT SHEET

AFKA-GCD-CR

Action Officer: 1LT ERWIN
Telephone: X 254
Date: 25 Aug 81

SUBJECT: Retention NCO Organization

PURPOSE:

To reemphasize the Retention NCO (MOS 79D) organization and Chain of Command to avoid further confusion.

FACTS:

1. Under the provisions of para 2-4c, 1A Reg 140-17 and para 2-3b, 98th Div (Tng) PAM 140-17, Retention NCO's (MOS 79D) are under the operational control of the Office of Retention.
2. As such, the OR is responsible for the following:
 - a. Selection, termination, training, and management of each RNCO, to include IDT/AT schedules and activities.
 - b. Promotion recommendation
 - c. Preparation of SEER
 - d. Award of MOS (79D)
3. Although the serviced unit may have input, the Unit Commander may not undertake the above actions.
4. USAREC personnel are not authorized to award, therefore recruit for, MOS 79D. Units should not include 79D vacancies in the Unit Vacancy Report.
5. RNCOS will be specifically devoted to assisting unit commanders and their retention personnel in implementing retention programs to achieve established objectives.

FACT SHEET

AFKA-GCD-CR

Action Officer: 1LT ERWIN
Telephone: X 254
Date 25 Aug 81

SUBJECT: Utilization of Simultaneous Membership Program (SMP) Cadets

PURPOSE:

To outline utilization of SMP Cadets

FACTS:

1. In some cases SMP Cadets have been found to be misutilized in their assignments to USAR units. The following duties are considered inappropriate for officer trainees:
 - a. General filing and typing for the sole purpose of "catching up".
 - b. Purging file drawers disposing of obsolete blank forms and publications.
 - c. "Door Guard" (monitoring the visitors log).
 - d. Not assigning specific duties, assuming incorrectly, that duties must correlate to the cadet's academic major.
2. SMP Cadets should be assigned duties commensurate with the grade of 2LT, and be closely supervised by a commissioned officer. Their assignments should be fully explained and SMP cadets should receive the same type unit briefing and orientation as any other newly assigned member.

FACT SHEET

AFKA-GCD-CR

FACT SHEET

Action Off/NCO: SFC Malcolm
Telephone: X 259
Date: 25 Aug 81

SUBJECT: First US Army SRIP Fast Track System

PURPOSE:

To explain the mechanics and monitoring of the system.

FACTS:

1. The SRIP Fast Track System was developed as a monitoring and management tool.
2. Its primary function is to inform First US Army's Major Subordinate Commands of SRIP bonus payments that are delinquent.
3. If a unit does not submit the reenlistment and bonus documents within 72 hours of the date of reenlistment, Fort Indiantown Gap reports the control number for that bonus individual to First US Army, Office of Retention, two (2) weeks after the reenlistment date. First US Army, Office of Retention, compiles the information and mails it to the Office of Retention, 98th Division (Training). Once the report is received, the units are then called to determine the current status and why the action is delinquent.
4. By units not submitting the bonus documentation correctly, it compounds the administrative burden on the units by having to correct whatever error was present and submitting a new transmittal letter. Also, it increases the administrative workload in the Office of Retention, because each unit has to be called to determine why the bonus documentation is delinquent.
5. Once the Office of Retention, 98th Division (Training), determines the reason for delinquency, it then reports to First US Army, Office of Retention, as to the current status.
6. In summary, every time a bonus packet arrives at Fort Indiantown Gap in error, it causes an undue administrative and telephonic burden between each level of command. As most errors are relatively minor and administrative, this type of follow-up system could be virtually eliminated.

AFKA-GCD-CR

FACT SHEET

Action Officer: SFC MALCOLM
Telephone: X 259
Date: 25 Aug 81

SUBJECT: Selective Reserve Incentive Program (SRIP)

PURPOSE:

To update the 98th Division Unit Commanders on the recurring errors with the submission of bonus payments.

FACTS:

1. There has been a noticeable increase in late submissions of bonus payments and the most common errors are:

- a. Not verifying the ETS and PBED dates on the individuals leave and earning statements.
 - b. Failing to have the individual initial and sign the reenlistment documents.
 - c. Holding the bonus documents for the Unit Commander's signature. When, in fact, anyone with a valid signature card at Fort Indiantown Gap can sign the necessary bonus payment documents.
 - d. Not sending PBED and ETS changes with the bonus documents to Fort Indiantown Gap.
2. Any one of the above items will cause the action to be returned to the unit for correction. These are considered delinquent and it will appear on the First US Army Fast Track Report. This causes the OR and the unit to answer as to why the pay action is delinquent.

FACT SHEET

AFKA-GCD-CR

FACT SHEET

Action Off/NCO: MSG FOSTER
Telephone: X 258
Date: 25 Aug 81

SUBJECT: Proper Handling of Split Option Personnel

PURPOSE: To update the Command and provide guidance.

FACTS:

1. Anyone enlisting in the USAR Split Option Program (3X3, 4X2, 5X1) is not eligible for an enlistment bonus.

2. Following Basic Training, should this soldier not attend AIT within the first year, it is important to know:

a. The Unit is responsible to follow through on AIT completion.

b. The Unit is responsible to insure that the 201 file and PFR accompany the soldier to AIT.

c. The Unit is responsible to make sure that the physical examination is within one (1) year of the AIT period.

d. The Unit is responsible for transportation of the soldier to AFEES.

3. Immediate reenlistment may be accomplished at any time within the last 90 days of a current statutory or contractual service obligation. Personnel who have completed the contractual portion of a Selected Reserve Obligation incurred by an enlistment under the 3X3, 4X2, 5X1 enlistment options, may immediately reenlist for continued Selected Reserve Service. The term of service contracted by such a reenlistment, must be greater, by whole years, than the remaining period of any statutory military service obligation but, in no case less than 3 years.

4. Should the individual in (3) reenlist for continued Selective Reserve, the individual is eligible, (if qualified), for the reenlistment bonus.

Action Officer: CPT Carozza
Telephone: X 255
Date: 25 August 1981

SUBJECT: Reception Plan

PURPOSE:

To emphasize the importance of establishing and utilizing a reception plan for all newly assigned personnel.

FACTS:

1. Reception plans are to be established by all unit commanders and utilized to insure efficient inprocessing of newly assigned personnel. Tab A.
2. The sponsorship program is an important part of the reception plan. The selected sponsor will assure a complete and efficient inprocessing for the newly assigned member. The sponsorship program will help the new member in his introduction to the unit and the Army Reserves. Tab B.
3. The Commander's orientation is an integral part of a newly assigned member's inprocessing. This orientation provides the opportunity for the Commander to meet and formally welcome the member to the unit.
4. A welcome packet in conjunction with the Commander's orientation provides pertinent information that the new member can keep for reference. Topics appropriate for the orientation are:
 - a. Explanation of the Chain of Command
 - b. Unit Mission and History
 - c. Unit training activities
 - d. Payment procedures
 - e. Promotional and educational opportunities
 - f. Reserve membership benefits

Tab C

5. The proper utilization of a unit reception plan is of greater importance with the increased number of first term members to this Division.

FACT SHEET

AFKA-GCD-CR

Action Officer: 1LT ERWIN
Telephone: X 254
Date: 18 Aug 81

SUBJECT: Bar to Reenlistment

PURPOSE: To outline, in general terms, guidelines for use of Bar to Reenlistment.

FACTS:

1. Individuals against whom bar to reenlistment procedures are initiated often have records that disclose the recurrence of one or a combination of the following:
 - a. Late to formations, details or assigned duties.
 - b. AWOL for 1-24 hour periods.
 - c. Losses of clothing or equipment.
 - d. Substandard appearance or personal hygiene.
 - e. Excessive absences from training assemblies.
 - f. Cannot follow orders, is defiant of superiors or authority.
 - g. Untrainable; uninterested.
 - h. Frequent troubles with fellow soldiers.
 - i. Causes trouble in the civilian community.
 - j. Involved in immoral acts.
2. Bar to reenlistment may not be used in lieu of separation.
3. Bars should not be initiated during the first or last 90 days of an enlistment.
4. Bar to reenlistment must be fully justified and documented.
5. Recommendations to void or lift a bar to reenlistment may be initiated by the Unit Commander.
6. Bar to reenlistment should be reviewed every six (6) months.
7. Bar to reenlistment authorities:
 - a. MUSARC- for persons with less than 10 years service at ETS. May be delegated to the next Subordinate Commander.
 - b. Area Commander (FUSA)- for persons with from 10-18 years service. Authority may be delegated to the DCSPA.
 - c. RCPAC- for all personnel in the IRR, except those in LTMP (AGR).
8. For reference, see para 3-25, AR 140-111, or the Office of Retention.

FACT SHEET

AFKA-GCD-CR

FACT SHEET

Action Off/NCO: SFC Malcolm
Telephone: X 259
Date: 25 Aug 81

SUBJECT: First US Army SRIP Fast Track System

PURPOSE:

To explain the mechanics and monitoring of the system.

FACTS:

1. The SRIP Fast Track System was developed as a monitoring and management tool.
2. Its primary function is to inform First US Army's Major Subordinate Commands of SRIP bonus payments that are delinquent.
3. If a unit does not submit the reenlistment and bonus documents within 72 hours of the date of reenlistment, Fort Indiantown Gap reports the control number for that bonus individual to First US Army, Office of Retention, two (2) weeks after the reenlistment date. First US Army, Office of Retention, compiles the information and mails it to the Office of Retention, 98th Division (Training). Once the report is received, the units are then called to determine the current status and why the action is delinquent.
4. By units not submitting the bonus documentation correctly, it compounds the administrative burden on the units by having to correct whatever error was present and submitting a new transmittal letter. Also, it increases the administrative workload in the Office of Retention, because each unit has to be called to determine why the bonus documentation is delinquent.
5. Once the Office of Retention, 98th Division (Training), determines the reason for delinquency, it then reports to First US Army, Office of Retention, as to the current status.
6. In summary, every time a bonus packet arrives at Fort Indiantown Gap in error, it causes an undue administrative and telephonic burden between each level of command. As most errors are relatively minor and administrative, this type of follow-up system could be virtually eliminated.



DEPARTMENT OF THE ARMY
HEADQUARTERS, 98TH DIVISION (TRAINING)
2035 NORTH GOODMAN STREET
ROCHESTER, NEW YORK 14609

27 July 1981

AFKA-GCD-CS

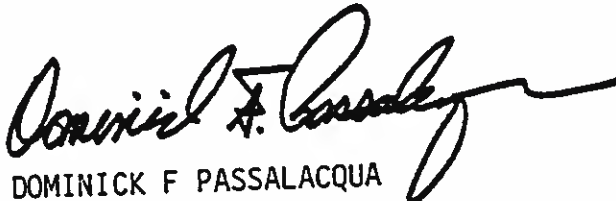
SUBJECT: Reception Plan for Newly Assigned Personnel

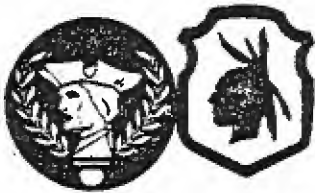
SEE DISTRIBUTION

1. Reference: Para 4-2, 1A Reg 140-17, dtd 1 Sep 79, w/98th DIV (Tng) Suppl 1.
 - b. Para 3d (2), Annex BV, 98th DIV (Tng) SOP
 - c. Ltr, HQ, 98th DIV (Tng), AFKA-GCD-CR, SUBJECT: Implementation of Reception, Orientation and Transfer Training Program, dtd 15 MAR 80.
2. On recent visits to units, the Division Command Group and staff members have consistently found that Commanders either have a written reception plan that is not being utilized, or are ignoring the requirement all together. This situation is totally unacceptable and is a matter of great concern to the Division Commander.
3. A working reception plan is both an excellent base and an essential step towards an effective retention program. Reference c may be modified to fit any unit, and combined with the "Margin of Victory" videotape presentation, provides all the tools you need to give the new member a good start in the USAR.
4. Each unit Commander will personally review their reception plan for newly assigned personnel and will insure its use in this vital first step towards retaining all eligible reservists.
5. I have directed the Office of Retention to follow up on this important requirement and to provide assistance wherever and whenever possible.

FOR THE COMMANDER:

DISTRIBUTION
C(1)


DOMINICK F PASSALACQUA
COL, GS, USAR
Chief of Staff



SPONSOR'S GUIDE

NAME _____

YOU'VE BEEN APPOINTED A SPONSOR.....

FOR _____

PH.NO. _____

HERE IS WHAT YOU NEED TO DO TO GET THE NEWCOMER OFF TO A GOOD START.

TELEPHONE THE NEW MEMBER

-Talk about the date and time of the next drill
-Offer to pick the newcomer up or set a place to meet
-Provide an emergency telephone number
-Meet the family and introduce your family to them

AT THE FIRST DRILL

-Discuss the day's schedule
-Tour the center
-Stay with the newcomer at formation
-Help make the newcomer welcome
-Answer questions which arise
-Accompany newcomer during introductions and throughout in-processing

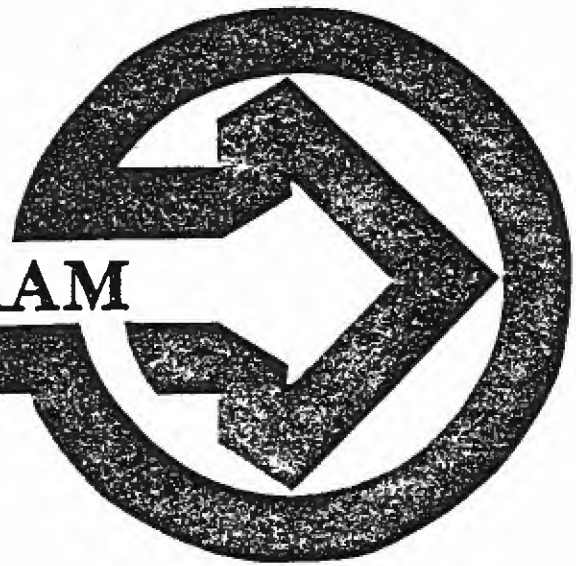
MAKE THE INTRODUCTIONS

-Arrange appointments with the First Sergeant and Company Commander
-Discuss each section and what work is done in it
-Explain the rank system
-Help the newcomer make friends
-Provide on-the-job help

REMEMBER.....

A newcomer is a very important person who has some expectations of you and the unit. The new member may feel somewhat uncomfortable at first. If you do a good job, you've helped the new member build self confidence, get off to a good start and begin work as a valuable team member.

SPONSORSHIP PROGRAM



WHY?



WHY A SPONSORSHIP PROGRAM?

Because the newcomer needs to feel

..... Welcome

..... Needed

..... At ease

..... Self confident

..... Part of a team

Because you want

..... The job done quickly and well

..... The newcomer to stay with the unit.

WHAT?



WHAT IS A GOOD SPONSORSHIP PROGRAM?

It is one where everyone

..... Is involved

..... Recognizes the value of a sponsor

..... Shares their time and knowledge

It also shows the newcomer what he needs to know and do, as well as how to get started.

WHO?



If you are the UNIT OFFICER

- **Actively select good sponsors**
- **Personally welcome newcomers**
- **Establish a friendly working environment**
- **Assist where you can and help develop meaningful training**

If you are the FIRST SERGEANT

- **Run the sponsorship program**
- **Guide and brief the sponsor**
- **Develop a good unit orientation**
- **Encourage full unit member support**
- **Get the newcomer inprocessed and in uniform quickly**
- **Introduce each newcomer to the unit Retention NCO**

If you are a UNIT NCO

- **Greet and orient every newcomer**
- **Set high standards**
- **Share your knowledge**
- **Offer to help wherever you can**

If you are the UNIT TECHNICIAN

- **Improve and speed up unit processing**
- **Streamline administrative and supply procedures**
- **Keep a good attitude**

WHO MAKES A GOOD SPONSOR?

A soldier who

- **Has a good attitude**
- **Is well briefed**
- **Knows the unit and its mission**
- **Wants to succeed**
- **Seeks responsibility**
- **Is in the same work section, where possible**

In other words, your good people are your future leaders

NAME _____
 RANK _____
 SSAN _____
 DY SEC _____
 DMOS _____

HOME PH _____
 WORK PH _____
 ADDRESS _____

CHECKLIST

	YES	NO	COMMENT
Call the newcomer before first drill			
Talk about the place and time of meetings			
Provide a copy of the drill schedule			
Provide an emergency telephone number			
Meet the family and introduce yours			
Offer transportation to the first drill			
Accompany newcomer throughout in-processing			
Discuss first day's events			
Tour the center			
INTRODUCE			
First Sergeant			
Company Commander			
Unit Officers			
NCOs and Unit Supervisors			
Unit Technician			
Retention NCO			
All work section members			
FOLLOW UP TO ASSURE			
Newcomer's questions are answered			
Duty assignment is explained			
ID card is issued			
Reserve benefits are understood			
Pay is received timely			
Uniforms are issued quickly			
Newcomer knows where to go to get help			
Refer problems you can't solve to the right person			

RETURN TO FIRST SERGEANT OR TECHNICIAN

SUBJECT: WELCOME

I. INTRODUCTION:

A. I am _____ the Commander of _____.

B. This information packet is to introduce you to _____ of the 98th DIV (TNG) and to assist you in understanding this Unit's mission.

(1) Upon your assignment to this unit your first responsibility will be to meet the First Sergeant to fill out administrative records for pay, personnel information, and supply.

(2) You will meet the First Sergeant to discuss your MOS and section assignment. During the discussion, you will be briefed on unit policy and procedure for training attendance.

(3) You will then be taken to your assigned section, introduced to your section leader, and assigned a sponsor. Your sponsor will give you a tour of the facility including any required in-briefing stops.

II. THE UNIT:

A. The Inactive duty mission of _____ is _____ (adaptable to local command).

B. In order to accomplish its mission the _____ is organized into _____ (adaptable to local command). The _____ are composed of _____ and _____.

* Note to Commander

A copy of training schedule and pay scale should be presented during presentation also location and date of AT. The local Chain of Command and organization Chart should be shown.

C. Attendance at Training Assemblies

(1) REP '63 (Statutory Obligor) Non-Prior Service: The REP '63 individual will participate in Individual Preparatory Basic Training during assemblies prior to entering on Initial Active Duty Training (IADT).

(2) Prior Service (Contractual Obligor): The prior service individual will participate in assigned section duties and responsibilities.

(3) Members of the Ready Reserve are required to participate in not less than 48 scheduled unit training assemblies or the equivalent thereof; and not less than 14 days of Annual Training during each year. In order for a member to receive credit for attendance at a unit training assembly, he/she

must be wearing the prescribed uniform, present a neat and soldierly appearance, and perform his/her assigned duties in a satisfactory manner. Participation requirements may vary, depending on individual status.

(4) Excused absences, equivalent training and Regular Scheduled Training (RST) Program may only be authorized by section leaders or the Unit Commander in accordance with the following:

(a) When caused by sickness, injury, emergency, or other circumstances that cannot be controlled by the individual. Excused absences may be authorized by the Unit Commander.

(b) It is up to the discretion of the commander and/or section leader whether or not to authorize Equivalent Training for excused absences from unit training assemblies. Such training will only be scheduled if in the best interest of the unit and/or the individual.

(c) Any problems concerning drill attendance should be discussed with the Unit Commander or First Sergeant. Absences can be made up under the Regular Scheduled Training (RST) program which allows members to perform schedule training at a time period other than the scheduled time period for training assemblies at the discretion of the Unit Commander. Employment conflicts, and schooling will be considered adequate justification for excuses, absences and RST's. These RST training periods must be performed within thirty (30) prior or thirty (30) days after regularly scheduled training.

(5) ~~Unsatisfactory~~ Participation:

(a) A member fails to participate satisfactorily when the above requirements are not met. The individual will not be given pay or retirement credit for unsatisfactory participation.

(6) An obligated member who changes his/her residence to a location too distant to continue participation with assigned unit will be allowed a period of 90 days of excused absence from training in which to locate and join another Reserve Component unit. (Non-obligated/PS may go to IRR)

(7) A member who changes his/her residence to a location within the jurisdiction of 98th Division can be reassigned to another 98th Division unit of his/her choice provided a position is available.

(8) Request for the 90 day leave of absence (FORSCOM 265-R) should be submitted to the Unit Commander at the earliest time possible to allow sufficient time for administrative processing. A request received at least 30 days prior to the member's date of departure will allow the Unit Commander to assist in locating a new assignment.

(9) Reserve Component members will, as often as possible, be reassigned to other units if within 50 miles or 90 minutes commuting distance from residence.

D. Promotions

(1) Promotions in the Army Reserve are based on merit, education and time in grade/time in service.

(2) To PV2: A member will be promoted to PV2, E-2 upon completion of Initial Active Duty Training and 4 months of satisfactory service, providing he/she is otherwise qualified.

(3) To PFC, E-3 through SP4, E-4:

(a) A member may be authorized for promotion provided the promotion does not exceed the cumulative unit vacancies for that pay grade.

(b) To be eligible for consideration or to be promoted, a member must:

(1) Be a member of the Ready Reserve.

(2) Be recommended for promotion by appropriate supervisor or section leader.

(3) Be proficient in duties of assigned DMOS.

(4) Meet the required time-in-grade. Waivers are authorized, but not for more than half the prescribed time in pay grade and only one waiver may be used within the same career field.

(4) To SGT or SP5, E-5 through SGM, E-9:

(a) Enlisted Promotion Selection Board action is required for promotion to E-5 through E-9. The promotion is based on the member's qualifications and appropriate vacancies.

(b) To be eligible, a member must:

(1) Be a member of the Ready Reserve.

(2) Be recommended for promotion by appropriate supervisor or section leader.

(3) Be proficient in duties of assigned DMOS.

(4) Meet requirements for time in grade.

(5) Meet civilian education requirements.

(6) Have a valid and current EER/SEER.

(5) Waivers are permitted, providing certain requirements are met. Selection Board consists of both officers and enlisted personnel, who must consider all documents attached to the recommendation to insure the member is qualified for promotion.

(6) Time in Grade and Time in Service:

<u>FOR PROMOTION TO PAY GRADE</u>	<u>TIME IN PAY GRADE</u>	<u>TIME IN SERVICE</u>
E-9	26 mos in E-8	18 yr *
E-8	24 mos in E-7	14 yr **
E-7	21 mos in E-6	NA
E-6	15 mos in E-5	NA
E-5	12 mos in E-4	NA
E-4	9 mos in E-3	NA
E-3	6 mos in E-2	NA

* 10 yrs must be cumulative enlisted service.

** 8 yrs must be cumulative enlisted service.

E. Haircuts and Personal Appearance (AR 600-20)

(1) Since the Army is a uniform service, it is fundamental for soldiers to have a neat and well-groomed appearance. A vital ingredient of the Army's strength and effectiveness is the pride and self-discipline which each American soldier brings to his/her service. Therefore, it is the responsibility of the commanders to insure that soldiers under their command present a well-groomed appearance. It is the duty of each soldier to take pride in his appearance at all times. Haircuts should conform to the following standards:

(a) Hair will have a tapered appearance and will not fall over ear or eyebrows or touch the collar.

(b) Sideburns should be neatly trimmed and should not extend beyond the lower part of the ear opening.

(c) The face should be clean-shaven, but well-trimmed mustaches are permitted.

(d) Wigs or hair pieces are permitted during unit training and on active duty when serving 30 days or less and if it does not interfere with the performance of duty. Over 30 days of active duty, wigs may be worn only when covering natural baldness or physical disfigurement.

F. Physical Standards and Weight

(1) A physical fitness test will be conducted for all personnel under the age of 40 at least annually. The test will consist of exercises contained in FM 21-20. The test is mandatory for personnel per AR 600-9. Personnel over 40 years of age may participate on a voluntary basis. In addition, a 4 mile run/walk will be accomplished by all personnel annually. (Time limit is sixty (60) minutes.)

(2) Weight standards for retention are spelled out in AR 600-9 and charts are posted within the Reserve Center for individual reference.

(a) The policy of this unit is to conduct a weigh-in of assigned personnel once every quarter. Those personnel failing to meet weight standards will undergo weight-in procedures each assembly.

(b) Weight vs. Height is a prime consideration factor for promotion. Personnel having 20 years of creditable service for retirement or reaching 30 years service within 13 months of ETS/Reenlistment must undergo qualitative retention board screening each eligibility year and weight standards must be met for retention and/or reenlistment.

(c) Overweight personnel, to be retained, must be active in a weight reduction program per 98th DIV (THG) SOP, which will bring them into the authorized weight range per current policy.

G. Supply

(1) The unit supply is located in _____.

(2) Non-prior service members will receive the full basic issue of clothing and equipment items authorized. The individual must furnish supply personnel with sizes required for each item of clothing.

(3) Prior service personnel will only receive those basic items not previously issued and/or items turned in on active duty.

(4) All assigned personnel will receive organizational clothing and equipment from the appropriate Property Book Officer. All other organizational clothing and equipment will be secured by the unit supply room, except field jacket and liner.

(5) Personnel departing the unit will be required to receive clearance for organization clothing and equipment turn-in from the unit supply sergeant and appropriate Property Book Officer prior to being released.

H. Educational Resources

(1) Personnel may enroll in US Army Correspondence Courses within career field (MOS) for qualification training. Personnel fully MOS qualified may enroll in correspondence courses for further knowledge of MOS skills or individual personal knowledge training.

(2) USAR school training is conducted in some areas for MOS training. If available, this method is recommended. It is conducted in two-week cycles during annual training periods. Alternate tours and/or additional tours are authorized in certain cases.

(3) S-3 training section has available many individual training films called TEC training aids available for individual use upon request.

I. Activities and Counsels

(1) Recruiting is of major concern to all members assigned to this unit. Each member is looked upon as a referral member for possible new leads or sources of contact for other new members. Personnel who refer the name of another individual to the recruiting personnel for possible enlistment in this unit or any other unit serviced by the recruiter may receive awards in accordance with 98th DIV (TNG) referral award programs.

(2) A Junior Leader's Council is established within the unit comprised of both officer and enlisted personnel. The function of the Council is to advise the unit command on operation, training and complaints of individuals within the unit. All assigned personnel are encouraged to utilize the Council as a working tool for relations between superior and subordinate personnel.

(3) Commander's Open Door Policy: The Commander is always available to discuss problems being experienced by unit personnel. Those wishing to discuss problems with the Commander should stop by the orderly room and make an "open door" request to the First Sergeant. It is recommended that, if possible, personnel should attempt to resolve their problems first through their normal chain of command, but this is not a prerequisite to seeing the Commander under his/her "open door" policy.

J. Benefits

(1) SGLI Insurance: SGLI reservist coverage is provided for commissioned, warrant, and enlisted members of the US Army Reserve.

(a) The maximum amount of insurance is \$20,000 and eligible members are covered for the maximum amount. Members who elect to reduce the insurance, change the type of coverage, or cancel it entirely must request such a change in writing.

(b) SGLI Premium Rates:

	<u>20,000</u>	<u>15,000</u>	<u>10,000</u>	<u>5,000</u>
Full Time	3.00	2.25	1.50	.75

A premium of \$3.00 will be automatically deducted from the pay, unless the member waives the insurance or elects reduced coverage.

(c) A member may designate as beneficiary any person, firm, corporation, or legal entity individually or as trustees. Principle (first) and contingent (second) beneficiaries may be designated. The contingent beneficiary receives the insurance if the principle dies before the member.

(d) If a member wishes to have insurance paid by law or does not designate a beneficiary, the SGLI will be paid in the following order:

- (1) The widow or widower
- (2) Children
- (3) Parents
- (4) Administrator of insured's estate
- (5) Other next of kin

(e) — A member has the right to convert basic coverage under the SGLI group policy to an individual policy with one of the eligible commercial life insurance companies. The right must be exercised within 120 days after date of separation.

(2) PX/Commissary:

(a) Limited PX privileges are authorized for Ready Reserve members and their primary dependents on the basis of one day shopping privilege for every eight hours of drill performed. Proof of drill performance is evidenced by copy of pay statement received through orderly room each month. Identification must be shown in the form of ID Card, DD Form 2A (Res) Red. Primary dependent identification may be shown by driver's license or other verification of name or relationship to Reservist.

(b) Commissary privileges and/or use is only authorized during periods of AT/ADT of 72 hours or more. Identification for Reservist is as above. Identification for primary dependent must be in the form appropriate orders.

(3) Retirement:

(a) A member of the Ready Reserve is awarded one (1) retirement point for every four hours of drill assembly satisfactorily performed. He or she is also awarded 15 retirement points for annual training.

participation and another 15 points for remaining a member of the Ready Reserve in good standing for an entire year. Other means of obtaining retirement points are available and can be explained by the First Sergeant or AST (civilian technician).

(b) A member of the Ready Reserve must achieve a minimum of 50 retirement points in a retirement year to have a good retirement year credited. Upon completion of 20 good retirement years, a member is eligible for a retirement benefit payable upon reaching age 60. The retirement benefit is based on total number of points earned and grade held at time of retirement.

(c) Full PX, Commissary and medical benefits are afforded a retired individual Ready Reservist, upon reaching age 60, the same as anyone retiring from active duty.

AFKA-GCD-CR

FACT SHEET

Action NCO: SFC MALCOLM
Telephone: X 259
Date: 25 Aug 81

SUBJECT: Number of referrals received by the DRCs for the period 1 October 80 thru 31 July 81.

PURPOSE:

To show the number of referrals received by the two (2) supporting DRCs by Major Subordinate Commands of the 98th Division (Tng).

FACTS:

1. The two (2) supporting DRCs report monthly the number of referrals submitted by each unit in their area.
2. TAB A lists the number of referrals submitted to the two (2) supporting DRCs by Major Subordinate Command for the first three (3) quarters of Fiscal Year 1981.

TAB: A

NUMBER OF REFERRALS BY

MAJOR SUBORDINATE COMMAND

	<u>1ST QUARTER FY 1981</u>	<u>TOTAL 2ND & 3RD QUARTER FY 1981</u>
1ST BRIGADE	19	45
2ND BRIGADE	59	34
3RD BRIGADE	103	28
4TH BRIGADE	11	21
HQS CMD	7	5
TNG CMD	17	12
1209TH USAG	381	94
359TH SIG GP	66	51

NOTE : THE ABOVE STATISTICS ARE PROVIDED BY THE DISTRICT RECRUITING COMMANDS.

AFKA-GCD-CR

FACT SHEET

Action NCO: SFC MALCOLM
Telephone: X 259
Date: 25 Aug 81

SUBJECT: Strength Maintenance

PURPOSE:

To update the Command Group on assigned strength and retention improvement during FY 81.

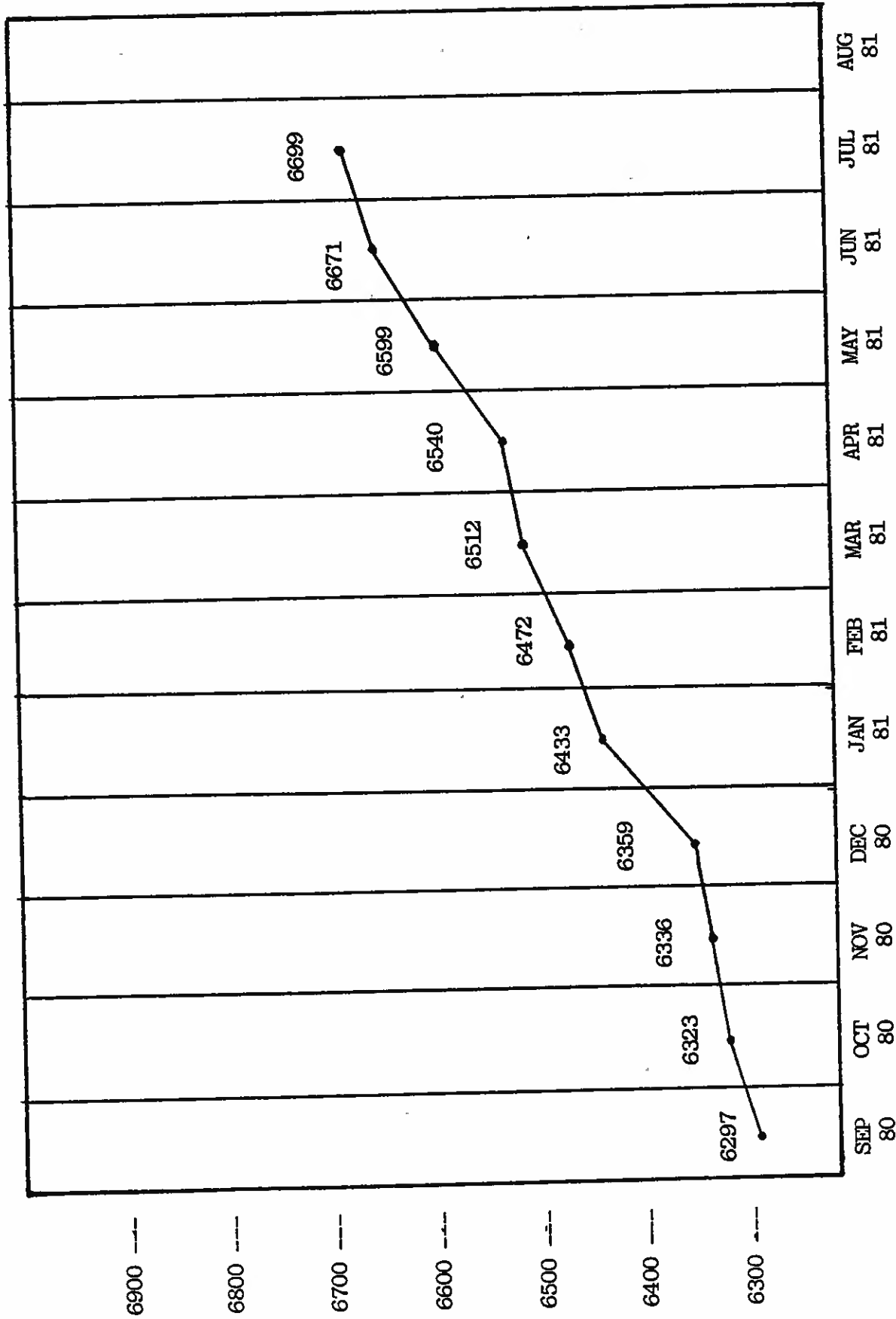
FACTS:

1. TAB A indicates current assigned strength (monthly) for FY 81. Note an increase from 6297 to 6669 (+402 = +5.1%).
2. TAB B depicts First Termers and careerist retention rates for FY 81. Reenlistment has been generally good, and the goals have been met for most months. The reenlistment bonus has had a minor effect on overall reenlistment rates for the Division. Unfortunately, the reenlistment goal of 50% for First Termers has not been met for the months of JUNE and JULY (38% & 39% respectively).
3. TAB C charts the attrition (total losses) for FY 81. The annual goal is not to exceed 27%, which will be met by the Division.
4. TAB D graphs the IRR transfer rate for FY 81. The goal of not more than 8% has not been met, overall, for the Division at anytime in 1981.

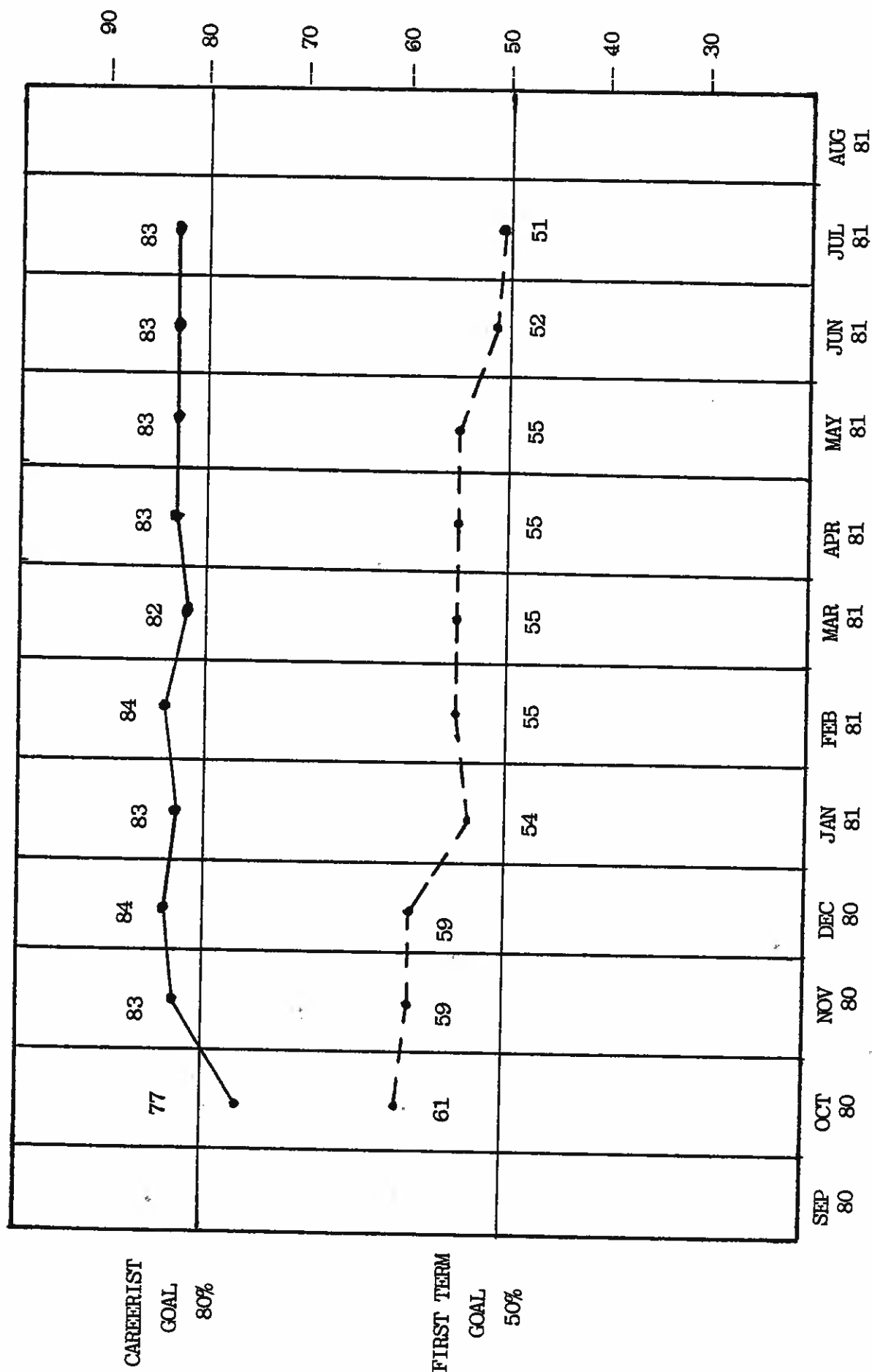
TABS: A-Assigned Strength
B-Reenlistment Rates
C-Attrition Rates
D-IRR Rates

ASSIGNED STRENGTH FY 81

— 98th DIVISION



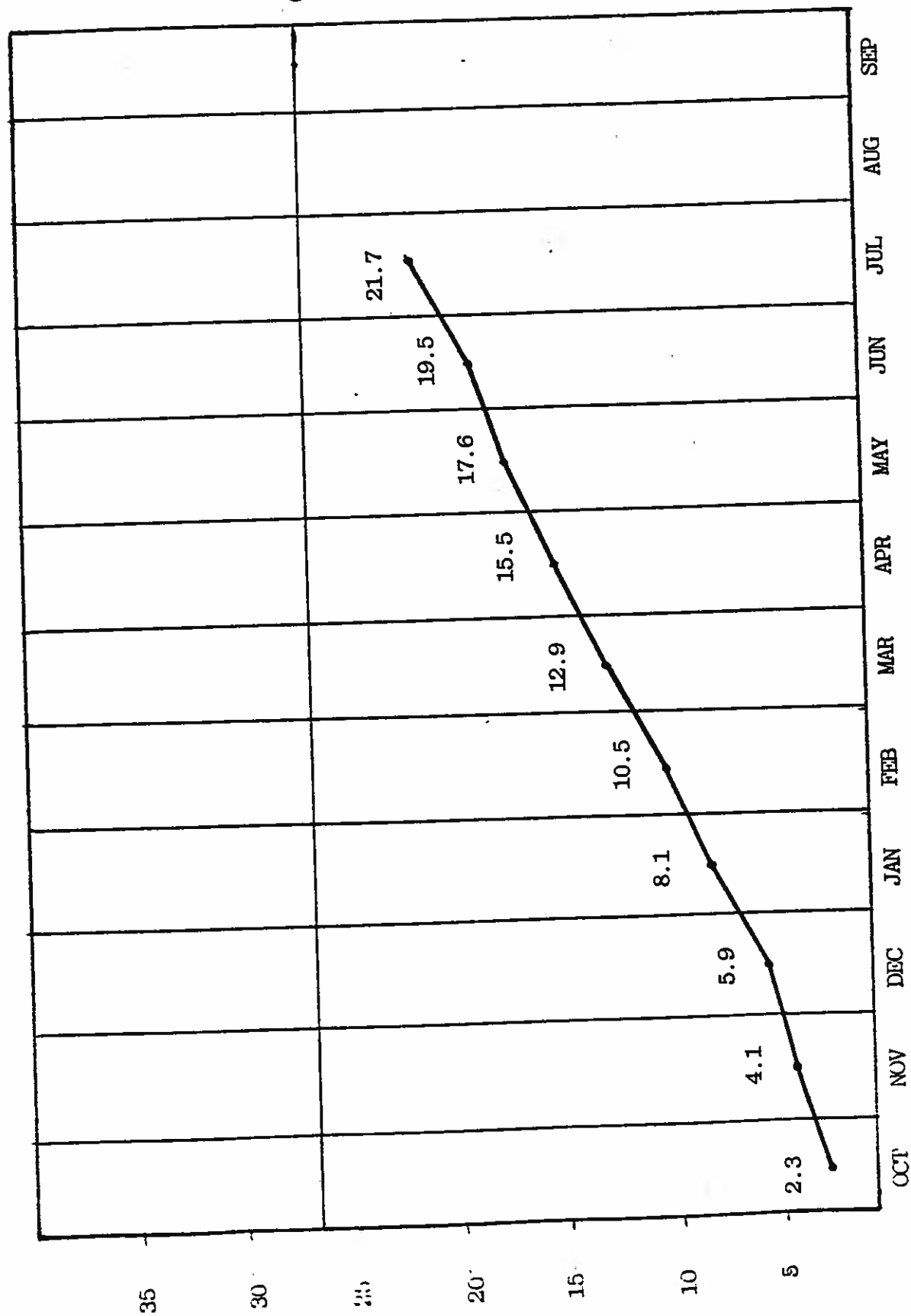
REENLISTMENT RATES
 CAREERISTS
 FIRST TERM & CAREERISTS
 FIRST TERM



ATTRITION RATE

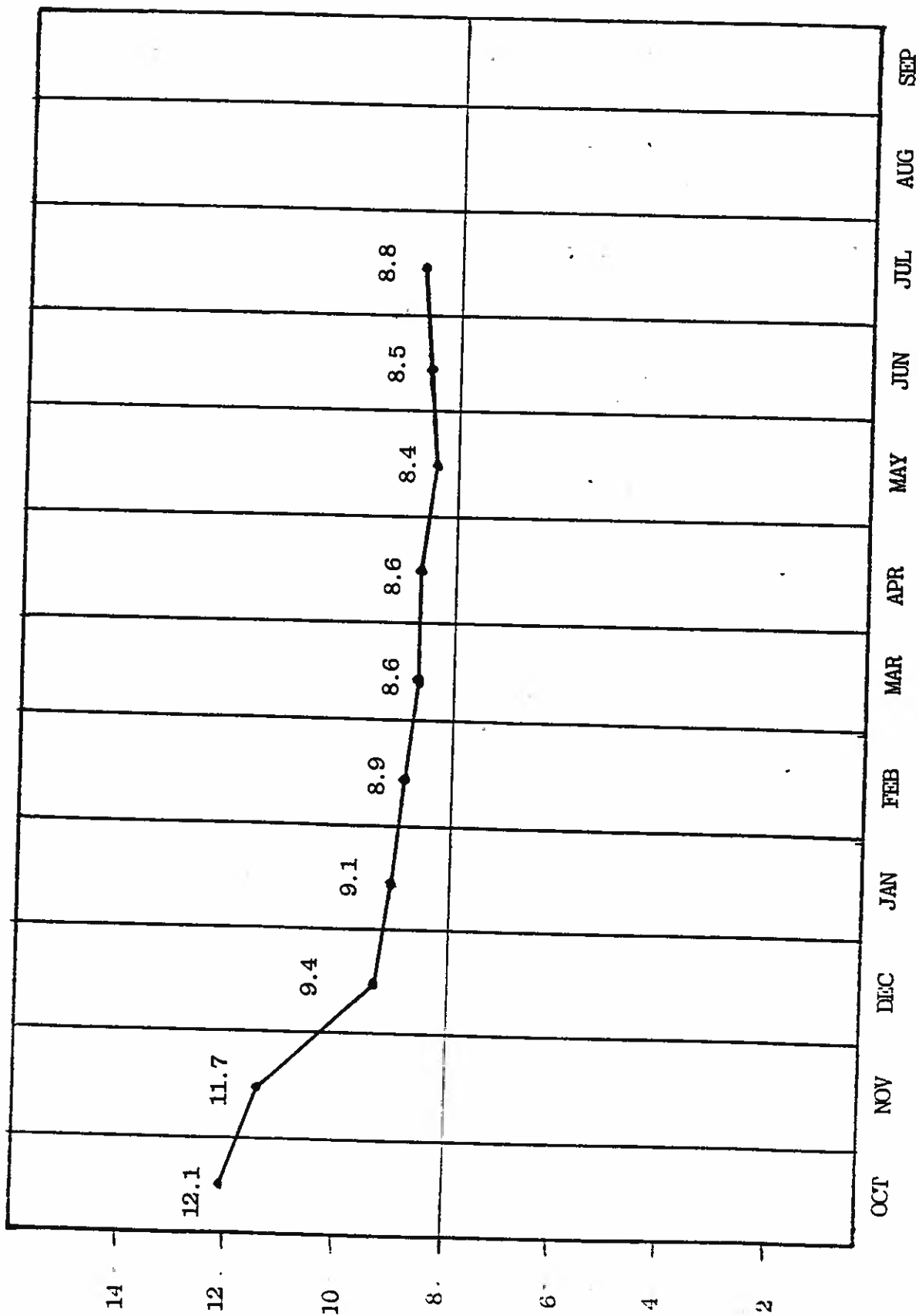
(ACCUMULATIVE)

98th DIV (Tng)



IRR RATE

—— 98th DIV (Tag)



COMPTROLLER

NOTES

FACT SHEET

AFKA-GCD-RM

Date: 25 August 1981
Preparer: Major Stewart

Status of OMAR
(as of 31 July 81)
(In Thousands of Dollars)

<u>Program</u>	<u>Target</u>	<u>Expense</u>	<u>%</u>
Civ Pay ¹	4,904.7	4,052.0	82.6%
Retention	15.1	9.4	62.3%
Operations	2,063.0	1,557.2	75.5%
TOTAL	6,982.8	5,618.6	80.5%

1. Surplus 286.5 reprogrammed to:

a. USAR Centers (69.1) 50.0 shelving and caging on order.

b. AMSA (19.2) 28.1 BII on order.

c. Units (198.2) 313.0 Cold Weather equipment on order for 464th Engineer Battalion.

FACT SHEET

AFKA-GCD-RM

Date: 25 August 1981
Preparer: Major Stewart

Status of OMAR (Cont'd) (In Thousands of Dollars)

OPERATIONS

	Target	Expense	%
AMSA	568.1	418.0	73.6%
Centers	216.7	188.1	86.8%
Units	1,278.2	951.1	74.4%
TOTAL OPERATIONS	2,063.0	1,557.2	75.5%

SUPPLEMENTAL FUNDING

		Due In
AMSA	98.2	75.2 Canvas and replacement and cammoﬂage modules plus repair parts, ECS, AMSA 6 and 9.
Chemical Defensive Equipment	231.7	318.3 on order for numerous Combat Support Units

Supplemental funding to be used only for purpose provided and to be accounted for separately.

FACT SHEET

AFKA-GCD-RM

Date: 25 August 1981
Preparer: Major Stewart

Status of OMAR
as of 31 July 81
(In Thousands of Dollars)

<u>Program</u>	<u>Target</u>	<u>Expense</u>	<u>% Used</u>	<u>Year End In- Creases Civ Pay</u>	<u>Suppl</u>
Centers ¹	147.6	177.4	120.2%	+69.1	0
AMSA ²	548.9	460.7	83.9%	+19.2	98.2
Units ³	1,080.0	828.9	76.8%	+198.2	231.7
TOTAL	1,776.5	1,467.0	82.6%	+286.5	329.9

1. Year-end increase for caging/shelving

2. Year-end increase is supplemental funding for FWT components and canvas, and BII as ECS.

3. Year-end increase is 231.7 CDE (supplemental funding); CWE (464th Eng); Typewriters. CDE on order for 98th SC Bn; 692d SC Co; 300th Ord Bn; 277th QM Co; 309th Ord Co; 1209th USAG; 464th En Bn; 479th En Bn; 770th Engr Co.; 413th S&S Bn; 1018th S&S Co.

FACT SHEET

AFKA-GCD-RM

Date: 25 August 1981
Preparer: Major Stewart

Status of RPA
As of 30 June 81
(In Thousands of Dollars)

<u>Program</u>	<u>Target</u>	<u>Expense</u>	<u>% Used</u>
AT	4,648.2	3,316.1	71.3%
Schools	405.7	360.1	88.7%
Special Projects	839.3	677.0	80.7%
TOTAL	5,893.2	4,353.2	73.9%

Unfinanced Requirements:

Schools	144.3
Special Projects	137.5
(M'Ship)	(22.4)

FACT SHEET

AFKA-GCD-RM

Date: 25 August 1981
Preparer: Major Stewart

Status of RPA
As of 31 Jul 81*
(In Thousands of Dollars)

*Date Division warned that no additional funding was available

<u>Program</u>	<u>Exp 31 Jul</u>	<u>Aug Program</u>	<u>Sep Program</u>	<u>Projected Balance</u>
AT ¹	4,215.2	4,592.1	4,604.4	+43.8
Schools ²	455.0	526.7	537.5	-131.8
Specical Projects ³	741.4	806.4	826.9	+12.4

1. No anticipated AT surplus since many individual AT's had not been performed.
2. Short fall projection based on actual orders published and quotas received/anticipated.
3. Division priority to AT and Schools necessitated revocation of non-essential (defined as AT support) Special Project MDS orders for August. Cancellations of 37.3 brought total expense/target to overall shortfall of -38.3%.

FACT SHEET

AFKA-GCD-FO

Date: 25 August 1981
Preparer: CPT Stillwell

1 Year Average Error Rate Percentage for JUMPS-RC Input

<u>Command</u>	<u>3rd Qtr FY 80</u>	<u>4th Qtr FY 80</u>	<u>1st Qtr FY 81</u>	<u>3rd Qtr FY 81</u>	<u>1 Year Average</u>
1. HQ, 98th Division (Tng)	6.44%	6.98%	6.59%	5.38%	6.35%
2. 359th Signal Group	9.47%	5.96%	5.68%	6.23%	6.84%
3. 3rd Brigade	10.04%	8.10%	6.08%	5.93%	7.54%
4. 1209th USAG	12.54%	7.91%	7.65%	13.90%	10.48%
5. 2d Brigade	16.39%	8.83%	9.37%	9.16%	10.94%
6. 1st Brigade	15.88%	10.99%	11.11%	11.38%	12.34%
7. 4th Brigade	17.95%	18.02%	16.92%	9.58%	15.62%

PAO



DEPARTMENT OF THE ARMY
HEADQUARTERS, 98TH DIVISION (TRAINING)
2035 NORTH GOODMAN STREET
ROCHESTER, NEW YORK 14609

AFKA-GCD-A0

1 April 1980

SUBJECT: Letter of Instruction (LOI) - Command Information and Public Information Responsibilities.

SEE DISTRIBUTION

1. PURPOSE: This letter of Instruction (LOI) is designed to provide specific guidance on how command information and public information (CI/PI) will be conducted. It expands and supplements guidance provided in Annex AL, 98th Division SOP.
2. OBJECTIVE: To improve public awareness of the Army Reserve and the 98th Division (Tng) throughout the upstate New York area, and specifically within local communities. Public awareness is essential to the overall success in gaining and maintaining community and employer support. It is also essential that timely recognition of the 98th Division -- its personnel and unit activities and accomplishments -- be obtained in official and unofficial military publications. Both are essential in creating and maintaining high degrees of esprit de corps within the command.
3. GENERAL: This LOI establishes a system -- division-wide and regional -- for the planning and execution of CI/PI news dissemination efforts. Through this system, unit level information officers and specialists will be given more specific guidance, technical assistance and story writing support for their activities.
4. RESPONSIBILITIES:
 - a. The Public Affairs Office, 98th Division (Tng), has primary staff responsibility for the collection, dissemination and general management of information for the command. Additionally, in support of this LOI, the PAO will:
 - (1) Develop and disseminate an annual 98th Division Command Information/Public Information Plan.
 - (2) Prepare a standard Publicity Promotion Kit and distribute it to every subordinate element down to battalion and equivalent level. The kit will contain instructional materials on story writing, reporting procedures and background information on the division.

1 April 1980

SUBJECT: Letter of Instruction (LOI) - Command Information and
Public Information Responsibilities

(3) Compose and disseminate directly to newspapers and broadcast stations timely information that would lose news value if not acted upon immediately.

(4) Collect and channel all command information releases to higher level headquarters, other DA agency or Defense Department publications. IMPORTANT: Direct forwarding of news and information to military publications or newspapers outside this command is NOT AUTHORIZED unless cleared in advance by the PAO, 98th Division (Tng).

b. Regional Information Activities (RIA): Five Regional Information Activities are established to provide support and assistance to units of the command. Units tasked to perform RIA functions have authorized TOE or TDA Public Affairs, Public Information or Civil Information positions. RIA's will remain under the command and control of their respective commanders, but will receive technical guidance and assistance from the PAO, 98th Division (Tng). RIA's functions will include as a minimum:

(1) Development of an annual CI/PI plan for units they support, IAW guidance from the PAO, 98th Division (Tng).

(2) Preparation of news releases on the basis of information forwarded from units they support.

(3) Compile, update and distribute listing of local news media contacts for units supported.

(4) Establish and maintain contact with Reserve Public Information Officers at each U.S. Army District Recruiting Command (DRC), to insure coordination of releases which might impact on USAR enlistments, whether positive or adverse in nature.

(5) Provide PAO, 98th Division (Tng) with quarterly report of number of stories or information releases furnished and printed by local news media.

(6) RIAs will be tasked to support units as indicated below:

<u>RIA</u>	<u>UNITS SUPPORTED</u>
1209th USAG	464th Engr Bn, 479th Engr Bn, 413th S&S Bn, 1018th S&S Co, 1019th S&S Co, 770th Engr Co
401st CA Co	98th Sig Bn, 2/390, 2/391, 1159th USAR School, 692s Sig Co, 1061st RTU

1 April 1980

SUBJECT: Letter of Instruction (LOI) - Command Information and
Public Information Responsibilities

RIAUNITS SUPPORTED

402d CA Co	2d Bde (-), 4th Bde, 300th Ord Bn, 409 PS Co, 277th QM Co, 402d Chem Lab, 1151st USAR School
403d CA Co	359th Sig Gp, 332d Ord Bn, 3d Bde, 425th MID, 454th MID, 969th Maint Co
414th CA Co	1st Bde, 309th Ord Co, 962d Ord Co, 1157th USAR School, 1062d RTU
PAO, 98th Div	Hq Cmd, Tng Cmd

c. Brigade, Group, Battalion and Equivalent Level Commands:

(1) Commanders will be responsible for appointing extra duty Information Officers or NCOs. These individuals are responsible for the collection of news information pertaining to the respective units and elements, and the forwarding of these materials to the servicing Regional Information Activity. Story lines on personnel should include a completed copy of Form 98-2-R (See Attached).

(2) All articles and news items intended for publication in PIPELINE will be forwarded directly to this headquarters, ATTN: AFKA-GCD-AO- (PIPELINE).

(3) SUBJECT MATTER FOR NEWS/INFORMATION RELEASES: Commanders are urged to forward material to the RIA in a timely manner on human interest subjects, domestic actions programs, unit and individual achievements and awards. Release authority by type of story is as follows:

(a) NATURE OF STORY
Mission of Unit

APPROPRIATE ACTION

A brief, concise TOE or TDA mission statement free of military jargon may be released.

Strength of Unit

Authorized Strength - may be released.
Duty Strength - figures for your unit only may be released. Questions of brigade or division wide strength should be referred to PAO, 98th Division (Tng).

Unit relocation, activation, or inactivation

Release only when authorized. Clear with Chief of Staff & PAO, 98th Division (Tng).

Move of facilities, expansion or new construction

Release only when authorized. Clear with Chief of Staff & PAO, 98th Division (Tng).

1 April 1980

SUBJECT: Letter of Instruction (LOI) - Command Information and
Public Information Responsibilities

NATURE OF STORYAPPROPRIATE ACTION

Personnel actions of an affirmative nature (promotion, transfer, award, retirement, service school graduation)

May be released.

Personnel actions which may reflect adversely on the individual (demotion, command relief, board or disciplinary action pending)

Privacy Act provisions apply. Units will not release.

Equipment status

Refer to PAO, 98th Division (Tng).

Unit Readiness

Refer to PAO, 98th Division (Tng).

Nature of Unit Training

May be released (if not classified or otherwise restricted).

Unit historical background

May be released.

Mobilization station

CONUS locations may be released for your unit only. OCONUS locations may not be released.

Limited duration call-ups for domestic emergencies

Refer to PAO, 98th Division (Tng).

Mobilization date, mission and/or OCONUS deployment

Refer to PAO, 98th Division (Tng).

Annual Training

CONUS - may be released.
OCONUS - refer to PAO, 98th Division (Tng).

Criminal actions involving Active Army, Reserve, or DA Civilian personnel.

Refer to PAO, 98th Division (Tng).

Criminal actions by unauthorized persons on US Government Property.

Refer to law enforcement officials and/or US Attorney.

AFKA-GCD-A0

1 April 1980

SUBJECT: Letter of Instruction (LOI) - Command Information and
Public Information Responsibilities

NATURE OF STORY

Loss of accountable equip-
ment through accident,
negligence, or theft

All fatalities and/or
reportable injuries

APPROPRIATE ACTION

Should be cleared with and released
through: AT - Post/Installation PAO
IDT - PAO, 98th Division (Tng).

Should be cleared with and released
through: AT - Post/Installation PAO
IDT - PAO, 98th Division (Tng).

(b) This headquarters should be telephonically notified of news media inquiries as soon as practicable, and NLT one working day after the inquiry.

(4) Each brigade, group, garrison and battalion level command will maintain a clipping file of all stories on the reserve program published in local news media.

(5) POC this headquarters during normal duty hours is the Public Affairs Office, (716) 671-8220, extension 45.

FOR THE COMMANDER:



LAURENCE W. FEASEL
CPT (P), AGC, USAR
Public Affairs Officer

DISTRIBUTION:

"C"

1 Sep 81

FACT SHEET

AFKA-GCD-AO

ACTION OFFICER: MAJ Laurence W. Feasel
TELEPHONE: (716)338-7400, X267
DATE 1 Sep 81

SUBJECT: PAO Services Available

PURPOSE: To outline public affairs services available to commanders.

FACTS;

1. MARGIN OF VICTORY, the Command Reception and Orientation Video Tape Program is available for use of unit commanders through center commanders. The video program explains the composition, location and history of the 98th Division and highlights the benefits of Army Reserve service.
2. PUBLIC INFORMATION NEWS RELEASES - Six PAO Regional Information Activities have been established to assist commanders and their information personnel in the preparation of news releases. A Letter of Instruction - Command Information and Public Information Responsibilities, dated 1 April 1980 outlines the support available and the units designated to provide assistance. It is attached for your guidance.
3. DRILL SERGEANT MISSION AND TRAINING - THE PROFESSIONALS video tape is a 98th Division produced video tape also available from your center commanders. The PROFESSIONALS describes the function of the Drill Sergeant and emphasizes the curriculum of the Drill Sergeant schools of the division.
4. COMMUNITY SUPPORT REQUESTS - The Division Public Affairs Office is the point of contact for domestic actions requests. If you have questions regarding support requests from local governmental officials or civic groups that are not answered in Annex AR, 98th Division SOP, call this office at (716)338-7400, X267.
5. SPEECH GUIDES - If you have been asked to speak to community groups and are looking for a speech format or selected information call this office for assistance. The Division PAO has several excellent speeches prepared and can assist in getting other information you may require.

FACT SHEET

